

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF A REGULAR MEETING
OF THE FACULTY SENATE HELD ON
MAY 10, 1991, IN LISNER HALL
ROOM 603

The first meeting of the new Session was called to order by President Trachtenberg at 2:15 p.m.

Present: President Trachtenberg, Vice President French, Registrar Gaglione, Belknap, Burdetsky, Carson, Felts, Garri, Griffith, Gross, Gupta, Harrington, Hill, Kahn, Keimowitz, Leonard, Maddox, Mahmood, Morgan, Park, Parke, D. Robinson, L. Robinson, Schiff, Silber, Smythe, Vontress, Wirtz, and Ziolkowski

Absent: Parliamentarian Schechter, Berman, Divita, East, Friedenthal, Giordano, Holmes, Kenny, Miller, and Pock

Vice President French introduced and welcomed the following newly-elected members of the Senate: Professors Belknap, Carson, Felts, Hill, Maddox, Mahmood, Morgan, D. Robinson, Silber, Smythe, and Wirtz. (Professors Miller and Pock were not present.) He next introduced the following re-elected members: Professors Gupta, Harrington, and Vontress.

APPROVAL OF MINUTES

The minutes of the regular meeting of ^{APRIL 12,} ~~May 10,~~ 1991, were approved as distributed.

RESOLUTIONS

- I. RESOLUTION 91/1, "A RESOLUTION TO ESTABLISH ADDITIONAL PROCEDURES FOR THE PROMPT DISPOSITION OF FACULTY SENATE RESOLUTIONS REQUESTING ADMINISTRATIVE ACTION OR ACTION BY THE BOARD OF TRUSTEES"

On behalf of the Committee on Professional Ethics and Academic Freedom, Professor Trangsrud, retiring Chair, presented a brief history of the development of this resolution. In 1988 the PEAFC Committee introduced Resolution 87/10 recommending changes in the Faculty Senate's role in the process by which senior administrative officials of the University would be selected and proposed changes in the role of the Faculty Assembly -- in particular, that the

President would serve at the pleasure of the Faculty Assembly. Resolution 87/10 was approved by the Faculty Senate on April 8, 1988, and forwarded to President Elliott. President Elliott referred the resolution to the Board without recommendation in view of his imminent retirement. The Board returned the resolution requesting that it be held for the new President's consideration. When President Trachtenberg came into office, he also took no action with respect to Resolution 87/10 for a period of time. In December, 1990, he informed the Chair of the Executive Committee that he did not intend to forward this resolution to the Board of Trustees for consideration on the grounds that the circumstances which led to the proposed changes in 1988 were now quite different, inasmuch as there was a new President of the University and the administrative structure of the University had been changed to some extent by the new President, making Resolution 87/10 somewhat out of date. The Executive Committee referred this resolution back to the PEAFC Committee for further consideration both as to the merits of the original resolution and to the larger question of how, in the future, the Senate could avoid inappropriate delay in administrative consideration of Faculty Senate resolutions. Professor Trangsrud said that the PEAFC Committee elected to take up the larger question but not the merits of 87/10 which will be reviewed by the PEAFC Committee during the new Session. He said that it was the judgment of the PEAFC Committee that the resolution before the Senate today was an appropriate venue for presenting to the Board of Trustees Faculty Senate resolutions that for whatever reason have not been presented in a timely fashion to the Board by the University administration.

Professor Silber asked if there were any other Senate resolutions that had not been forwarded to the Board. Professor Griffith replied that there were at least two other resolutions during 1988 which did not necessarily require action by the Board but were never formally responded to by the administration. One was Resolution 87/1 on Faculty Salaries and the other was Resolution 87/9 on University Planning. Professor Lilien Robinson, Chair of the Executive Committee in 1988, concurred with Professor Griffith that responses to these resolutions were not received.

Professor Schiff questioned the purpose of Paragraph (3) which calls for Faculty Senate reconsideration of resolutions not acted upon by the University administration and/or the Board of Trustees. Professor Trangsrud responded that the intent of Paragraph (3) was to provide the Senate with the opportunity to decide whether or not the Chair of the Executive Committee should be directed to approach the Board of Trustees through the Chair of the Trustees' Academic Affairs Committee. Professor David Robinson pointed out that the Senate at any time can reconsider its resolutions and therefore Paragraph (3) was unnecessary. The intent of the whole resolution, he said, was to achieve some respect for the work of the Senate,

and he thought that Paragraph (3) should be deleted. Professor Park expressed his opposition to deleting Paragraph (3) because he thought there would be an advantage to having the resolution automatically placed on the Senate's agenda for reconsideration. There may be a minority of Senate members who would like to debate the issue further and this would also avoid the Executive Committee's tabling it or requiring another Senate committee to bring it back to the Senate. Professor David Robinson reiterated his view that Paragraph (3) was an unnecessary step because if the Senate resolution has simply been ignored by the administration, then the Senate ought to proceed in an alternative fashion. Professor Trangsrud explained that Paragraph (3) represented an automatic mechanism for putting the matter on the Faculty Senate's agenda whether the Chair of the Executive Committee wanted to or not and once it comes back to the Senate, the Senate itself will decide whether it is the kind of issue about which it wishes to approach the Board of Trustees. He said that this automatic mechanism also protects the Chair of the Executive Committee from the onus of being the individual responsible for carrying the particular resolution to its conclusion.

Professor Kahn suggested that the word "reconsideration" in Paragraph (3) be changed to "consideration" which would mean that the resolution is to be brought to the attention of the Senate but not for its reconsideration. Professor Trangsrud accepted Professor Kahn's amendment as a friendly amendment. Professor Morgan pointed out that the Chair of the Executive Committee does not set the Senate's agenda, the Executive Committee does. He suggested that the first sentence in Paragraph (3) be amended by striking the words "the Chair of," so that it would read: "(3) That the Faculty Senate directs the Faculty Senate Executive Committee to add to the agenda of the Faculty Senate" Professor Trangsrud accepted Professor Morgan's amendment as a friendly amendment.

Professor David Robinson then moved to delete Paragraph (3) in its entirety. The motion was seconded. Discussion followed by Professors Griffith and Morgan. The question was called, and the Robinson amendment failed.

Professor Schiff said that there was no sequence between Paragraphs (3) and (4); both could occur simultaneously. Professor Trangsrud said that it was the intention of the PEAFC Committee that Paragraphs (3) and (4) would occur simultaneously in the ordinary course of events. A discussion followed by Professors Schiff, Trangsrud, Kahn, Hill, Park, and David Robinson. Professor Griffith, in order to clarify the question of sequence, suggested amending Paragraph (4), line 4, by inserting the phrase "and the Faculty Senate reaffirmed its approval of the Resolution under RESOLVING Clause (3) above," after the word "Trustees." The

addition of this language, Professor Griffith said, would provide the needed link between Paragraphs (3) and (4) which concerned Professor Schiff. Professor Trangsrud accepted Professor Griffith's amendment in principle as a clarification.

Professor Parke noted that in Paragraph (1) the Chair of the Executive Committee is directed to forward all Faculty Senate resolutions to the University Administration. Since there may be some Senate resolutions which would not require administrative or Board action, he suggested that the word "directed" be inserted after the word "Resolutions" in line 3 of Paragraph (1), so that the same would read: "(1) That the Faculty Senate directs the Chair of the Faculty Senate Executive Committee to forward all Faculty Senate Resolutions directed to the University administration in a prompt and timely manner" Professor Trangsrud accepted Professor Parke's amendment as a friendly amendment. Further discussion followed by Professors David Robinson, Trangsrud, Schiff, and Lilien Robinson. The question was called, and Resolution 91/1, as amended, was adopted. (Resolution 91/1, as amended, is attached.) Professor Griffith asked consent of the Senate to allow the Executive Committee and the Professional Ethics and Academic Freedom Committee to perfect the language as it was approved in principle and submit it as a matter of record with the minutes. The Senate indicated its consent.

REPORT BY VICE PRESIDENT AND TREASURER LOUIS H. KATZ ON FY 1991-92 PRELIMINARY BUDGET PROPOSAL

Vice President Katz presented a brief outline of the preliminary budget proposal as previously distributed to the Senate. He said that the final budget was presented to the Financial Affairs Committee of the Board yesterday. The Committee approved the final budget and recommended it for approval by the full Board on May 16, 1991. He noted that the major assumptions have not changed at all between the preliminary budget and the final budget. The actual budget, if approved by the Board, will be circulated to the various constituencies. He then offered to answer questions.

Professor Silber noted that the report indicates that a 1% change in interest rates on the University's outstanding debt increases or decreases expenditures by \$90,000, and he asked if the University was paying interest on \$90 million. Vice President Katz explained that that was interest on the variable rate debt. The University as a whole has \$200 million worth of debt outstanding, and 75% of that is variable rate debt, which is a fairly high percentage. The Treasurer's Office was working on restructuring the debt while interest rates were low. The Board has mandated that, as long as we have that much variable rate debt, reserves must be set aside for it. Professor David Robinson asked if

comparable budget information was available with respect to the Medical Center since it was excluded in the material distributed to the Senate. Vice President Katz replied that the Medical Center budget was also presented to the Board's Financial Affairs Committee, and if approved by the Board, this could be distributed with the Senate minutes also.

Professor Griffith asked if the assumptions on which the preliminary budget were based have been recalculated since it was his understanding that on May 1st the deposits for incoming students were significantly below the target. Vice President Katz responded that there is a small shortfall, but this year the University has a waiting list that should bring the University on target. If there is a shortfall, the University will be able to adjust for it within this budget. Professor Griffith then raised a question about the relationship between the increased revenue from tuition and the increased amount of student financial aid. As the budget summary indicates, student fees were projected to rise by \$11.5 million and student aid is projected to rise by \$9.2 million. Since he understood that the revenues from undergraduate tuition will be declining as a portion of overall revenue, Professor Griffith asked if revenues for graduate education would become a more significant portion of the total revenue as a result of the way in which student financial aid is being handled. Vice President Katz said that Professor Griffith was correct. One of the strategies that the University has been employing is to bring the University's total tuition to a more normative level and to use those dollars to bring in high-quality students; however, there is a cost in doing that without question. Vice President Katz said that there is basically going to be one more year until we get to a normative level and therefore it will be about one more year before increases in student aid level off.

Professor Silber said that, while it was important to increase financial aid, given the budget and the budget constraints, perhaps increases in student financial aid should be amortized over the next five to eight years. This would then free up some additional income which could be used for other needs. President Trachtenberg replied that we did not have the luxury of amortizing student financial aid over a five or six year period any more than we had the luxury of bringing our tuition up on a more gradual scale. He said when he came here three years ago, GW's tuition was so low relative to the tuitions at other institutions that we competed with that it was dramatically non-normative. By not raising our tuition aggressively enough during a period in which there was an endless supply of students, who had the capacity to pay and who wanted to come here, the University essentially let millions of dollars lie on the table. The percentage of students at GW who received financial aid from the institution in 1988 was approximately 15% of the entering class which was a statistically

inappropriate amount compared to any of the institutions with which GW competed. The President said that the administration made a judgment to reverse that situation while there was a small window of opportunity to do so. As the tuition went up, the percentage, as well as the absolute numbers of people who could afford to actually pay the full tuition, went down. The percentage of students we have to give scholarships to went up. What we now have is a higher percentage of our class receiving scholarships, but we have a higher quality entering class. President Trachtenberg said that it was not clear to him whether we are actually giving away more dollars or not, but he thought that if we didn't give these scholarships, he didn't think we would have the students here; if we didn't have the students here, we wouldn't have more dollars to spend for other purposes.

Professor Garris asked if the anticipated \$925,000 in research expenditures for the Northern Virginia campus included initial start-up costs for laboratory equipment or was for typical direct costs, such as salaries and supplies. Vice President Katz replied that this money was primarily for direct costs. Professor Garris pointed out that, in the early stages of planning the Northern Virginia campus, it was common knowledge that a \$750,000 construction contingency fund was set up to cover any unexpected problems. The understanding was, if that money was not actually used, it would be applied towards purchasing laboratory equipment. Vice President Katz explained that all of the money from the construction account will be used in construction or equipment. In essence what is being done is that laboratories are being outfitted as they are needed, and the full construction contingency fund will be spent.

Professor David Robinson asked what the fiscal relationship of the Medical Center and Hospital to the University was and what the projections were for the future. Vice President Katz said that the whole Medical Center, which includes the Hospital, the Medical School, the MFA, and the HMO, has its own budget; it also has its own reserves. The losses that the Medical Center experienced over the last several years has come out of its own reserves and it still has reserves remaining. The loss from last year on a University basis/hospital account was approximately \$24 million; the loss this year is projected to be substantially lower, in the neighborhood of \$11 million. There is a plan to bring the Medical Center as a whole to a balanced budget by 1993, but within this plan the Medical Center will continue to draw upon its own reserves, which had been set aside in the past.

Professor Kahn noted that the cost of health insurance plans has escalated for everyone, and he asked if those costs are allocated under Administration and General. Vice President Katz replied that that was correct; there was not a separate line item

for medical expense. Professor Kahn said that it seemed to him that over the past few years, even though medical costs have increased, the University's contribution for these medical costs has remained level, although he has heard some information to the contrary. Vice President Katz explained that the University's total contribution that is being made towards health insurance this year is approximately \$8.7 million. Next year it is projected, and built into the budget, that that amount will grow to \$9.4 million. Even though the portion of health insurance that everyone is paying next year for health insurance has grown, the University's portion overall is growing too, and this is something the University is working constantly to try to control.

Professor Griffith then expressed his thanks on behalf of the Faculty Senate to Vice President Katz for his report. (FY 1991-92 Final Budget Reports for the University and the Medical Center are attached.)

INTRODUCTION OF RESOLUTIONS

Professor Harrington, Chair of the Libraries Committee, distributed copies of A Resolution to Establish Procedures to Encourage Faculty to Limit Library Borrowings for consideration by the Senate at its next meeting. He said the Libraries Committee found that there were a very large number of books that are presently held by faculty continuously, depriving others of the use of those resources, and this resolution represented an attempt by the Libraries Committee to solve this problem.

Professor Griffith said that he would place this resolution on the Executive Committee's agenda for consideration for placement on the Senate's agenda in the fall.

GENERAL BUSINESS

I. APPROVAL OF DATES FOR REGULAR SENATE MEETINGS IN THE 1991-92 SESSION

Professor Griffith asked for approval of the dates for the regular meetings of the Faculty Senate for the 1991-92 Session. The following dates were approved:

May 10, 1991	January 17, 1992
September 13, 1991	February 14, 1992
October 11, 1991	March 13, 1992
November 8, 1991	April 10, 1992
December 13, 1991	

II. NOMINATION FOR APPOINTMENT BY THE PRESIDENT OF THE PARLIAMENTARIAN OF THE FACULTY SENATE FOR THE 1991-92 SESSION

Professor Griffith moved the nomination for appointment by the President of Roger E. Schechter, Professor of Law, as Parliamentarian of the Faculty Senate for the 1991-92 Session. The motion was approved.

III. NOMINATION FOR ELECTION OF CHAIRMEN AND MEMBERS OF SENATE STANDING COMMITTEES FOR THE 1991-92 SESSION

Professor Griffith moved the nominations for election of Chairmen and members of Senate Standing Committees. The nominations were approved. (List of Chairmen and Members of Faculty Senate Standing Committees is attached.)

IV. NOMINATION FOR APPOINTMENT BY THE PRESIDENT TO ADMINISTRATIVE COMMITTEES

Professor Griffith moved the nominations for appointment by the President to the following Administrative Committees: GW FORUM: Eileen T. McClay, Editor-in-Chief, Miriam V. Dow, Jose Quiroga; Committee on University Bookstore: Murli M. Gupta, Ward D. Maurer, Laura S. Youens; Committee on Campus Security: Theodore G. Toridis; Joint Committee of Faculty and Students: Stephen C. Smith, Co-Chair, Jonathan D. Fife, Faye S. Moskowitz, Martha Pardavi, Patricia A. Sullivan, Max D. Ticktin, Laura S. Youens. The nominations were approved.

V. NOMINATION FOR APPOINTMENT BY THE BOARD OF TRUSTEES TO TRUSTEES' COMMITTEES

Professor Griffith moved the nominations for appointment by the Board of Trustees to the following Committees: Trustees' Committee on Academic Affairs: William B. Griffith; Trustees' Committee on Student Affairs: Stephen C. Smith; Trustees' Committee on University Development: Robert T. Smythe. The nominations were approved.

VI. NOMINATION FOR ELECTION BY THE FACULTY SENATE TO THE BOARD OF TRUSTEES OF THE CONSORTIUM OF UNIVERSITIES

Professor Griffith moved the nomination for re-election by the Faculty Senate of the Chair of the Executive Committee to the Board of Trustees Consortium of Universities for a 3-year term. The nomination was approved.

VII. NOMINATION FOR ELECTION BY THE FACULTY SENATE TO THE PANEL FOR STUDENT GRIEVANCE REVIEW COMMITTEES

Professor Griffith moved the nominations for election by the Faculty Senate to the Panel of Student Grievance Review Committees: Oliver Alabaster, Andrew Altman, Frank E. Baginski, Jorge Garcia, Joseph A. Greenberg, Muhammad I. Haque, Mark S. Klock, Joan R. Regnell, Max D. Ticktin, Ronald Weitzer. The nominations were approved.

VIII. REPORT OF THE EXECUTIVE COMMITTEE

On behalf of the Executive Committee, Professor Griffith reported on the following matters:

(1) The Faculty Senate acted upon seventeen resolutions during the 1990-91 Session; these resolutions have been forwarded to the President for his response.

(2) The Executive Committee has been notified of four non-concurrences; preliminary inquiries by the Executive Committee will be undertaken shortly.

(3) With regard to the proposed restructuring of the faculties of the Arts and Sciences, a specific proposal from the President has not yet been received; under the Faculty Code, the Senate has a consulting role whenever there is a proposed restructuring of a school; the Executive Committee has asked Professor Bayard Catron, Department of Public Administration, to serve as a consultant to the Executive Committee on the proposed restructuring and to serve as the individual to receive responses from faculty; under the Faculty Organization Plan, the Executive Committee is empowered to act for the Faculty Senate during the summer months when the Senate is not in session; however, should there be sufficient reason, the Executive Committee may call a Special Meeting of the Faculty Senate to consider the proposed restructuring of the faculties of the Arts and Sciences.

(4) The Report of the Special Committee on the Structure and Functioning of the Faculty Senate, which was distributed to the Senate, was forwarded to the administration for response because a number of issues addressed in the Report concern the relationship between the Faculty Senate and the administration; as soon as the administration's response is received, the Report will be placed on the Senate's agenda for discussion.

(5) The Executive Committee received a request from Vice President French for advice as to whether guidelines should be added to the Faculty Handbook concerning the following three items:
(a) public faculty involvement on behalf of certain positions or

factions on controversial issues of public policy; (b) University sponsorship of programs organized by outside groups; and (c) protected and unprotected speech on campus; the Executive Committee sought the advice of the Professional Ethics and Academic Freedom Committee which recommended that it would be unwise to try to draft guidelines on any of these sensitive subjects; the Executive Committee agreed with that recommendation.

(6) The Executive Committee reminds out-going Chairs of Senate Committees to pass on the Committee files and Annual Reports to the new Chairs to establish a base of continuity; members of the Executive Committee will be assigned liaison responsibility for each Standing Committee; and the Executive Committee will continue to work on the problem of committee structure of the Senate in the upcoming months.

In closing his report, Professor Griffith said he looked forward to working with both the new and continuing members of the Senate in the coming term.

IX. ANNUAL REPORTS

Annual Reports from the following Senate committees were received for distribution with the minutes: Student Financial Aid, University and Urban Affairs, Joint Committee of Faculty and Students, Appointment, Salary and Promotion Policies, Educational and Admissions Policy, Fiscal Planning and Budgeting, Research, Libraries, Faculty Development and Support, Professional Ethics and Academic Freedom, and Executive Committee. (The Annual Reports are attached.)

BRIEF STATEMENTS

The President called upon Professors Hill, Morgan, Parke, Belknap, Kahn, and Griffith who offered tributes respectively to the following former members of the Faculty Senate who were retiring: Robert G. Jones, Professor of Religion; Benjamin Nimer, Professor of Political Science and International Affairs; Hugh L. LeBlanc, Professor of Political Science and Public Affairs; William E. Schmidt, Professor of Chemistry; Jeanne E. Snodgrass, Professor of Motor Development and Life Long Learning; Robert B. Heller, Professor of Engineering and Applied Science; and Alvin E. Parrish, Professor of Medicine. (The tributes are attached.)

The President then called upon Professor Vontress who read a RESOLUTION IN TRIBUTE AND TO THE FOND MEMORY OF PROFESSOR JAMES LOWELL BREEN, who died January 4, 1991. Professor Breen was a member of the Department of Human Kinetics and Leisure Studies in the School of Education and Human Development. (The resolution is attached.)

Vice President French reported that he is working on some reasonably uniform and usable procedures on conflict of interest as directed by the Senate's resolution.

Vice President French then informed the Senate that Dr. Coates has been offered the position of Deputy Director of the Smithsonian's Tropical Research Institute and the position of research scientist with STRI. Remarking on Associate Vice President Coates' valuable service, he said that it was the Coates Report that initiated the development of a strategy for both the enhancement and expansion of support for graduate students. At the request of the President, the Coates/Lange Report was prepared which represented the first effort to get some decent identification of the research agenda for the University. More recently, the Coates/Garris Report provided for the first time an empirical study of the distribution of effort for literally every full-time member of the faculty across the University. Vice President French said that Dr. Coates has made a dramatic contribution to the academic leadership across the University, especially by increasing the rapport between members of the Senate and the administration on research. Vice President French said an appropriate social event would be held in a few weeks to honor Dr. Coates. It was his intention to propose the appointment of Acting SEAS Dean Donald Gross to succeed Tony as Associate Vice President for Research and Academic Affairs. He also noted that Acting Dean Gross has indicated his willingness to assure that Dr. Coates' enterprises will not be neglected upon his departure to Panama.

President Trachtenberg expressed his enjoyment in working with Tony Coates for the past three years. He said that it was something of a disappointing surprise to him to discover that the Smithsonian has kept its eye on Tony, but he very much appreciated the nudging Dr. Coates has provided the University in a variety of constructive directions.

Professor Garris noted that he and Dr. Coates had worked very closely on various Senate and Administrative Research Committees over the years. He then read a tribute to Dr. Coates entitled "Comments on the Resignation of Tony Coates." (The Tribute is attached.)

Professor Wirtz noted with deep regret the death today of Robert L. Holland, Associate Professor of Business Administration.

Professor Ziolkowski asked Vice President French about the status of the Task Force on Advising, and Vice President French reported that he expected to receive reports from all the various task forces next week in the Council of Deans' meeting.

Professor David Robinson said that he wished to make a few remarks with regard to the discussion today on the University budget. He said that he viewed it as a distressingly "non-academic" budget. The Gelman Library, which is grossly underserving our students because it doesn't have enough books, is projected to have an increase of 2.9%. This increase, of course, does not keep up with inflation, let alone meet its deficit needs. The faculty is projected to have an increase of 4%, which is less than the rate of inflation, and for the first time in his 26 years at the University, he has not received any notification from the University with respect to what his salary will be next year. Professor Robinson expressed his hope that the Faculty Senate will serve as the voice of the faculty to express academic concerns which exist within our community and to attempt use its resources of goodwill and its ability to cooperate with the administration to produce a more academically oriented program for the University.

President Trachtenberg responded that he thought Professor Robinson's remarks useful because it allowed him to say that from his perspective money invested in student scholarships was, in fact, an academic investment. Without those scholarships, we wouldn't have the students, and without the students, we wouldn't have the tuition that is paid, which meant that much of our academic functions here would be moot. With regard to Professor Robinson's point about not having received a specific salary letter, the President said that those letters will be mailed before June 1st, and he was gratified that in an institution that is largely driven by tuition, the faculty will, in fact, be getting raises, while many institutions in Virginia and Maryland, some of which are state-supported schools, will not be getting any raises whatsoever. Vice President French pointed out that the salary letters are prepared and would be mailed after the Board meeting next week.

ADJOURNMENT

Before the meeting adjourned, the President thanked the Senate members for the opportunity to serve this year and said that he looked forward with anticipation to the new academic year.

Upon motion made and seconded, President Trachtenberg adjourned the meeting at 4:48 p.m.



J. Matthew Gaglione
Secretary

[Any inquiries about this resolution should be directed to Professor Trangsrud, Chair, PEAFC Committee, Ext. 4-8173]

A RESOLUTION TO ESTABLISH ADDITIONAL PROCEDURES FOR THE PROMPT DISPOSITION OF FACULTY SENATE RESOLUTIONS REQUESTING ADMINISTRATIVE ACTION OR ACTION BY THE BOARD OF TRUSTEES (91/1)

WHEREAS, the Faculty Senate Committee on Professional Ethics and Academic Freedom has reviewed the process by which Resolutions of the Faculty Senate are received by the University Administration; and

WHEREAS, the Committee believes that additional procedures are appropriate to assure that Faculty Senate Resolutions receive prompt consideration by the University Administration or the Board of Trustees; NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

(1) That the Faculty Senate directs the Chair of the Faculty Senate Executive Committee to forward all Faculty Senate Resolutions directed to the University Administration in a prompt and timely manner and to request of the University Administration, on a periodic basis, a report about its position on the matters contained in the Resolution, and, if appropriate, a report on its plans to implement the Resolution;

(2) That the Faculty Senate directs the Chair of the Faculty Senate Executive Committee to report back to the Faculty Senate within a reasonable time, not to exceed one year from date of approval, the reaction of the University Administration and, where relevant, the Board of Trustees on all Resolutions passed by the Faculty Senate;

(3) That the Faculty Senate directs ~~the Chair of the Faculty Senate Executive Committee~~ to add to the agenda of the Faculty Senate for its ~~reconsideration~~ consideration any previously approved Faculty Senate Resolution not acted upon by the University Administration or, where relevant, the Board of Trustees in a timely manner;

(4) In the event the University Administration declines in a timely manner to forward an approved Faculty Senate Resolution to the Board of Trustees for its consideration when the Resolution requests action by the Board of Trustees, and the Faculty Senate reaffirms its approval of the Resolution under RESOLVING clause (3) above, that the Faculty Senate directs the Chair of the Faculty Senate Executive Committee to request approval from the Faculty Senate to seek the concurrence of the Chair of the Academic Affairs Committee of the Board of Trustees in adding the relevant Faculty

Senate Resolution to the agenda of the Academic Affairs Committee of the Board of Trustees at its next meeting; and

(5) That the procedures established by this Resolution apply to all Faculty Senate Resolutions passed after the date this Resolution is approved.

Committee on Professional Ethics and Academic Freedom
April 1, 1991

Adopted, as amended, May 10, 1991

ANNUAL REPORT 1990-1991

TO: William B. Griffith, Chair
Executive Committee of the Faculty Senate

FROM: William C. Handorf, Chair
Student Financial Aid Committee

W.C. Handorf

DATE: May 10, 1991

General. The Student Financial Aid Committee ("Committee") met during both semesters of the academic year. Professor Susan J. Tolchin effectively chaired the Committee during the Fall semester. The Committee developed and approved a Mission Statement. The Committee evaluated information provided by the University regarding student financial aid for both undergraduate and graduate programs. The University has significantly increased financial commitment to providing aid to attract qualified students. According to the preliminary budget, student financial aid is projected to increase from \$25 million in 1991 to \$34 million in 1992, which represents over a 36 percent annual increase. The Committee believes that the major investment and allocation of funds must be integrated with an admissions policy to ensure: 1) the University receives an adequate return on investment by promoting academic excellence and diversity, and attracting highly qualified and/or minority students; 2) the funds are distributed in an equitable manner between undergraduate and graduate programs; and 3) the funds are distributed in an equitable manner among Schools and Colleges. The close linkage between admissions and student financial aid will be enhanced by integrating the "Admissions" and the "Student Financial Aid" Standing Committees of the Faculty Senate. As such, this is the final annual report to be filed by the Committee. The single committee will need to continue to address certain questions: Why must the University commit such a large and growing portion of its budget to aid? How should the funds be allocated to best achieve academic excellence? Are the funds allocated in an equitable manner?

Undergraduate Aid. According to statistics compiled by the Office of Student Financial Assistance, the University supported approximately 3,100 undergraduate students in the 1989-90 academic year and supported about 3,600 in the 1990-

91 year, which represents an 18 percent annual increase. Merit aid recipients increased by 65 percent, minority aid recipients increased by about 14 percent and students receiving any aid increased by 13 percent. In 1989 approximately 1,400 new students entered the University: 57 percent were full-paying, 13 percent were non-need academic scholarships and 30 percent were need-based financial assistance. In 1990 only about 1,200 new students entered the University: 49 percent were full-paying, 16 percent were non-need academic scholarships and 35 percent were need-based financial assistance. The University increased the number of National Merit Finalists from 23 in 1989 to 47 in 1990. The proportion of students in the top ten percent of their graduating class increased from 27 percent in 1989 to 32 percent in 1990. The University is seeking academic excellence by its investment in student financial aid.

Graduate Aid. The University provides financial support to graduate students principally through five methods: general funds, sponsored research awards, restricted gifts, income from endowment funds and employee benefits. According to statistics compiled by the Office of Fellowships and Graduate Student Support, the University provided some type of support to 15 percent of the 6,000 graduate students (excluding J.D. and M.D. students). Relatively more support is provided students pursuing a doctoral degree than a masters degree.

Committee members:

Gerard Huve
Owen Martin
Janet Moore
Sonya A. Quitslund
Rodica Simion
Bradley W. Sabelli
Carol A. Smith
J. Frank Wright
Mona E. Zaghloul

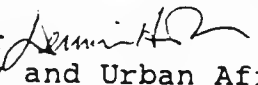
ex officio:

Vicki J. Baker
Robert A. Chernak
Anthony T. G. Pallett
George W. G. Stoner

May 6, 1991

MEMORANDUM

TO: Professor William B. Griffith, Chair
Executive Committee of the Faculty Senate

FROM: Dennis H. Holmes, Chair 
Committee on University and Urban Affairs

RE: Report of Committee Activities for the 1990-91 Academic Year

The Committee on University and Urban Affairs (Committee) has focused its efforts on promoting opportunities for faculty involvement in the affairs of the community. During the preceding academic year, the Committee took several steps to identify ways to expand faculty involvement. One important step was to conduct a forum with members of the University administration, faculty, and several key City leaders, including the Mayor and three department heads from her administration, three representatives of the City Council, and the President and another member of the School Board. A report of this meeting already has been forwarded in March 1991 to the Executive Committee.

During the next academic year the Committee will conduct an additional forum discussion with cultural leaders in the City and a second with more grass roots, local political leaders. We plan to accomplish this by November 1992. Following this effort, the Committee will turn to examining the internal factors that influence faculty involvement, including issues such as access, incentives and disincentives, existing linkages. We plan to conduct a series of focus group interviews with a sample of faculty members drawn from all of the academic units in the University. Also, we intend to interview deans and members of the University administration.

A full report of our findings and recommendations will be prepared for submission to the Executive Committee by the spring 1992. We may also opt to make short informal reports of our progress to the Executive Committee Chair.

May 1, 1991

ANNUAL REPORT TO THE FACULTY SENATE By THE JOINT COMMITTEE OF FACULTY AND STUDENTS

The Joint Committee of Faculty and Students held six meetings during 1990-91 with Philip Robbins as Faculty Co-Chair and Howard Opinsky as Student Co-Chair. The committee notes these important activities and accomplishments during the year:

1. At the request of the chair of the Faculty Senate Executive Committee, the Joint Committee studied and held two hearings on the request from some students and faculty that the words "sexual orientation" be added to the University Policy on Equal Opportunity. The committee then passed unanimously and sent to the Senate a resolution urging this be done. The Faculty Senate approved a resolution asking this action, and we have been informed that the Board of Trustees at its meeting May 16, 1991, will consider recommended language for the addition.

2. In its continuing work on student requests for better advising methods and organization, the committee was active in these ways:

a. Approved and sent to the Vice President for Academic Affairs and to the Council of Deans a resolution requesting that because of the success of the peer advising system in Columbian College, all schools and divisions establish peer advising systems for all undergraduate and graduate students. Dean Kenny of CCAS, also acting dean of the Graduate School of Arts and Sciences, replied that the advising system there was being revamped in consonance with a new advising workshop/class to be started in Fall 1991 and that because of the nature of student and academic life in the Graduate School, it was felt that peer advising was not necessary to achieve better community and academic attitudes.

b. Was informed that since Columbian College is starting its new workshop/class this Fall, the resolution approved by the Joint Committee to the Faculty Senate and referred to the Committee on Educational and Admissions Policy urging such an experimental class somewhere within the University has become moot.

c. Through student representatives to the Academic Vice President's Task Force on Advising, has received regular reports and has had input into the study being conducted by that group, a report on which is due by late Spring 1991.

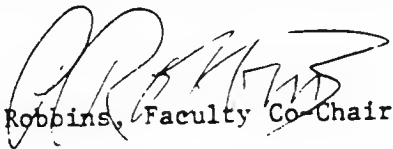
3. The committee restudied the new Student Stipend program due to begin a two-year trial in Fall 1991 (with new, \$1,000 individual student leadership stipends to be awarded by competition) and recommended to the Vice President for Student and Support Services that the Marvin Center Governing Chair (student) be increased from a \$2,500 annual stipend to a \$5,500 stipend because of the work and challenges involved in that position. The Vice President replied that the amount could not be increased because of budget constraints, so the Joint Committee has advised the MCGB to seek the additional amount elsewhere.

4. A subcommittee continued study of a possible Student Honor Code for the University during the year under chairmanship of Jon Sevransky, a fourth year medical student who also was helping formulate a similar student code for the Medical School which in late Spring 1991 was still under consideration by committees at the Med School. Mr. Sevransky reported that when and if passed the Medical School Code could help serve as a model for any general Honor Code to be submitted later for student and administration approval and that at least three student members of his group this year wished to continue their work next year.

5. The Joint Committee received nominations from the Dean of Students for the GW Awards Selection Committee for 1991 and approved them to forward to

President Trachtenberg for formal appointment. The committee later reported its selection of seven persons from throughout the University community to receive the awards at the various commencement exercises in May.

6. The committee at its request met Curtis Goode, director of Campus Security, for a lengthy discussion of faculty and student concerns in this area. Committee members made suggestions for possible improvement of the way Security and its officers are perceived by others on campus and Mr. Goode reported on a number of initiatives aimed at improving the situation.


Philip Robbins, Faculty Co-Chair

Respectfully submitted,

Howard Opinsky, Student Co-Chair

Faculty, Staff Members

Jonathan D. Fife
Rachelle S. Heller
Sarah B. Jenkins
Ignacio R. Rodriguez
Daniel H. Ullman
Harry E. Yeide
Ex officio
Cheryl Beil
Robert A. Chernak
Linda Donnels
Susan B. Kaplan
Robert Kenny
LeNorman Strong
Annie B. Wooldridge
Liz Panyon

Student Members

Matthew Moog
Stuart Ruderfer
Michael Manthei
Lisa Sotir
Lonny Chick
Karen Waite
Ex officio
Frank Petramale
David Parker
Alex Mondori
Amy Kurtz
Gary Frank
Jon Sevransky

ANNUAL REPORT
1990-1991
COMMITTEE ON APPOINTMENT, SALARY, AND PROMOTION POLICIES
(INCLUDING FRINGE BENEFITS)

The Committee met seven times during the 1990-1991 academic year.

At the request of the Executive Committee of the Faculty Senate, the ASPP Committee reviewed the role, function, and record of the Committee. On the basis of the above a Mission Statement was drafted and submitted to the Executive Committee.

Three Resolutions (A Resolution to Provide Retirement Opportunities and Incentives for Senior Members of the Faculty; A Resolution on Parking; and A Resolution on the Formation of College-Wide Personnel Committees) were submitted to the Executive Committee of the Faculty Senate. The first two Resolutions came before the Faculty Senate. The Resolution on Retirement Opportunities was passed by the Senate, while the Resolution on Parking was remanded to the Senate Committee on Fiscal Planning and Budgeting. The third Resolution on College-Wide Personnel Committees was returned to the ASPP Committee with a request for an accompanying report.

The ASPP Committee submitted to the Executive Committee recommendations in response to questions regarding the Distinguished Research Professorship; Annual Report Forms; and a Resolution from the Medical School regarding TIAA/CREF options.

The Committee requested and received periodic reports on the work of the Special Benefits Review Committee from Professor Arthur Kirsch, a member of both Committees. There were discussions with Vice President Bortz on this matter as well.


The Committee discussed faculty salary levels with respect to the achievement of desirable levels established in previous Faculty Senate Resolutions. To that end, Professor Arthur Kirsch, on behalf of the Committee, presented a report to the Faculty Senate illustrating G.W.U. faculty salary levels in the context of the "market basket" schools.

During the course of the Senate term, a subcommittee, in response to a request of the Executive Committee, began a review of academic appointments, practices, and procedures with a specific focus upon the role of the faculty.

Members of the Committee:

Eugene Abravanel	Irving Katz
Cheryl Block	Marvin S. Katzman
John G. Boswell	Arthur D. Kirsch
Lloyd S. Bowling	Stephen J. Naulty
William J. Briscoe	Shahram Sarkani
James F. Cawley	<u>ex officio</u> :
Mariam V. Dow	Walter M. Bortz
Maxine B. Freund	Roderick S. French
Diana E. Johnson	Louis H. Katz

Respectfully submitted,


Lilien F. Robinson, Chair

Annual Report
1990-1991

The Educational and Admissions Policy Committee of the Faculty Senate

At the beginning of the academic year three issues were placed before the Committee: a review of the academic calendar with regard to spring semesters; Senate Resolution 90/3, "A Resolution for a Pilot Student Orientation Course"; and Resolution 90/4, "A Resolution to Improve Student Advising." In addition we were asked by the Executive Committee to prepare a "mission statement." (See below.)

Our committee voted unanimously to support Resolution 90/4. While recognizing that it contains certain problematic phrases (such as "establish a standard manual for each school" and "establish centralized computer information" and "provide resources" and "treating advising on par with University and community service in matters of tenure and promotion consideration"), we decided that the request to "demonstrate a renewed commitment to" advising and encourage Deans to pursue these worthy goals was certainly something we wanted to support. By the general statement of the introductory clause, the resolution seems to seek moral support for the various goals enumerated in the following clauses and that we believe the Senate should offer.

In regard to the first item, since a special committee (chaired by Donna Scarboro) has been appointed to deal with the academic calendar, we decided that it was not necessary for us to do anything more than stay in touch with that committee. After devoting three meetings to discussing the problems of student advising and hearing proposals for a new orientation course, we decided to defer response on SR 90/3 until the new advising course planned in CCAS for next fall has a chance to be taught and evaluated. We felt that in some ways the resolution was moot because of the subsequent decision by CCAS to develop a pilot course for implementation next fall (as requested by the resolution). It also seemed advisable for the Senate to postpone its debate on the merits of adopting such a course "on a University-wide basis" until the initial experience can be evaluated in CCAS. In addition, we believed that the formation of a new "Advising Task Force" under the direction of the Vice President for Academic Affairs, Roderick S. French, (which would also be expected to issue a report by next May) would have some bearing on this resolution.

As indicated, we passed on a unanimous endorsement for SR 90/4, but the Executive Committee has since decided to defer discussion of this in the

Senate until the aforementioned Task Force on Advising established by Vice President French issues its report.

In the spring we spent one meeting reviewing a memorandum from Susan Strasser, Director of the University Honors Program. Several suggestions were made and communicated to Dr. Strasser (e.g., that faculty members of the Honors Committee should be elected by the three participating schools). We decided not to bring this matter before the Senate (since it involves only three schools at present) but to seek the advice and cooperation of the three Deans involved. A letter was sent (March 13) inviting reactions to a proposal streamlining the process of getting new courses approved and seeking alternative suggestions. At this point, matters of supervision and procedure seem best resolved by discussions between the Honors Committee, the three deans and the Vice President for Academic Affairs

Following is the Mission Statement as prepared by the Committee in the fall of 1990: "The Committee shall consider matters of policy relating to education and admissions that are of concern to more than one college, school, or division. In this area its functions shall be to provide advice and counsel on such matters as requested by the Faculty Senate (through its Executive Committee); formulate principles and objectives and find facts pertinent to such counsel; be alert to proposed changes in existing policies or promulgation of new policies; consider any appropriate matters on its own initiative or brought to its attention by any member of the Faculty; make its recommendations or otherwise express its opinion with respect thereto to the Faculty Senate."

Members of Senate Educational and Admissions Policy Committee:

David Bjelajac	<u>ex officio</u>
Richard Epstein	Robert Chernak
Joseph Greenberg	Roderick French
Edmund Harper	Matthew Gaglione
Rachelle Heller	Anthony Pallett
David Kennedy	George Stoner
Joseph Levy	
Charles Moser	
Stuart Rudefer	
Charles Shepherd	
Sylvia Silver	
Michael Smart.	
Daniel Ullman	
John Ziolkowski, Chairman	

REPORT OF THE COMMITTEE ON FISCAL PLANNING AND BUDGET, 1990-91

The Committee considered a number of separate topics during the 1990-91 academic year. "Accounts" of the various items are listed below.

I. ANALYSIS OF MAJOR TRENDS IN FISCAL PLANNING AND BUDGETS

A. Endowment Income Payout Proposal And Policy

The Committee has long recommended that the University adopt a specific formula for transferring endowment income to current fund revenues. These revenues are then available to support expenditures in the University and Medical Center.

The current formula for income payout is relatively straightforward. There are two major components of the endowment: financial assets and real estate. The payout from financial assets is 5.5% of the average market value of the securities during the previous three years and is listed as "Endowment Income: Interest and Dividends". This payout formula is designed to reflect the real (adjusted for inflation) return to investment securities. A more direct approach would simply compute the average real rate of return during the previous three years and apply it to the current market value of securities. By limiting payout to real return, the University preserves the real value of its endowment funds - i.e. nominal value of securities is allowed to increase to adjust for effects of inflation.

Approximately 2/3 of total endowment payout is from real estate investment properties. This payout is the net current income from the real estate properties - i.e. rental revenue less operating and capital cost. Capital appreciation or depreciation in the asset values of the real estate properties does not directly change the payout. Net income has been influenced by rehabilitation of the Henry Building, specifically payment of principal and interest on the \$28 million loan used to finance the rehabilitation.

For fiscal 1992, an additional transfer of \$1,000,000 from quasi-endowment to current funds has been authorized. \$675,000 of these funds are for non-Medical Center purposes and \$500,000 of the \$675,000 is to be used for classroom improvements. The table below indicates the distribution of endowment income payout.

ENDOWMENT INCOME PAYOUT (PROPOSED FOR 1992)			
Estimated Payout To Current Fund			
Fiscal Year	non-Medical Center	Medical Center	Total
1991	10,300,000	4,300,000	14,600,000
1992	11,475,000	4,625,000	16,100,000

In addition to the there have been trasnfers from quasi-endowment for expenditures at the Northern Virginia Campus amounting to \$255,000 for fiscal year 1991 and \$2,000,000 for fiscal year 1992.

B. Decreasing Fund Balances At The Medical Center

Last fiscal year medical center current expenditures exceeded current revenues by \$10.5 million and the fund balance fell \$23.8 million to \$18 million. The Senate received a special report on this

issue during the past session. Substantial progress to eliminate the decreasing fund balance must be achieved in the next fiscal year. A special management team is overseeing steps to achieve this progress.

C. Changing Sources Of Revenue

A substantial change in the pattern of revenues from student fees has developed in recent years. This is most evident in proposals for fiscal 1992. Total revenue from undergraduates, net of very substantial increases in academic and athletic financial aid, will fall by \$2.9 while the comparable figure for graduate programs provides for a net increase of \$4.6 million for fiscal 1992. This change of \$7.5 million in the revenue from undergraduate vs graduate operations is 5% of total net revenue - i.e. it is quite a substantial change. Note that this change is not due primarily to falling undergraduate enrollment because adjusting for the expected 220 student fall in undergraduate enrollment, net revenue from undergraduates would still be lower in fiscal 1992.

D. Non-Salary Items In School And Department Budgets

The fiscal 1992 budget proposal assumptions allow for no increase in school and department expenditures. This has been a significant concern and presumably will be the object of future attention.

II. SUMMARY INDICATORS OF FISCAL HEALTH OF THE UNIVERSITY

The Committee has tried to find simple indicators of the overall fiscal health of the University. In response to Committee requests, Comptroller Ralph Olmo has provide with the following measures:

1987	1988	1989	1990	INCREASE
CURRENT FUND BALANCE (NON-MEDICAL ONLY)				
(4,101,398)	(5,539,084)	(5,169,409)	(1,441,135)	2,660,263
CURRENT FUND BALANCE, UNIVERSITY TOTAL				
54,439,555	46,640,439	36,587,812	16,517,942	(37,921,613)
ENDOWMENT FUND BALANCES (NON-MEDIAL ONLY)				
86,982,871	93,006,002	97,154,862	121,306,643	34,323,772
ENDOWMENT FUND BALANCES, UNIVERSITY TOTAL				
141,676,114	149,799,343	156,359,687	183,936,952	42,260,838
RATIO OF LONG-TERM DEBT TO NET ENDOWMENT ASSETS				
0.84	0.87	0.74	0.72	
RATIO OF CURRENT ASSETS/CURRENT LIABILITIES				
2.29	2.18	2.05	1.55	

The fall in the university total current fund balance reflects fiscal problems at the Medical Center. The current fund balance for the non-medical portion of the University has increased. For fiscal 1991 it appears that a further modest increase of about \$700,000 will be achieved and the fiscal 1992 proposals would produce an even smaller increase - perhaps \$200,000.

The endowment fund balances refer to financial assets as opposed to the real property endowment. The increase reflects both inflation and the substantial success of the University capital campaign. The ratio of long-term debt to new endowment assets is moving in the right direction. The fall in the ratio of current assets to current liabilities is due to a rise in accounts payable compared to accounts receivable.

1987	1988	1989	1990
TOTAL EXPENDITURES			
148,010,100	158,742,600	171,115,000	193,217,900
INSTRUCTION			
46.7%	46.4%	46.7%	43.5%
STUDENT AID			
9.1%	9.5%	9.9%	12.1%
ADMINISTRATION			
11.3%	10.3%	11.6%	9.3%
MAINTENANCE AND OPERATION OF PLANT			
10.9%	9.8%	8.6%	8.6%
LIBRARIES			
4.6%	4.5%	4.2%	4.1%
STUDENT SERVICES			
3.7%	3.8%	3.8%	4.6%
LOAN PRINCIPAL PAYMENTS			
4.4%	4.6%	1.5%	3.8%
STUDENT FEES AS % OF TOTAL EXPENDITURES			
77.9%	78.0%	78.0%	79.9%
SPONSORED PROGRAMS			
11.2%	12.7%	13.1%	12.5%

The rising importance of student financial aid and student services is reflected in these figures.

III. COMPARATIVE INDICATORS OF FISCAL CONDITION

Fiscal ratios at the University may be compared to those at other universities. Selected comparisons with New York University, Tulane, and Georgetown are provided below.

VARIABLE	GEORGE WASHINGTON	NEW YORK UNIVERSITY	TULANE	GEORGETOWN
Endowment/Undergraduate	\$34,600	\$47,900	\$28,400	\$37,200
Operating Surplus	-4.4%*	0.43%	0%	2.7%
Debt Service/Expenses	4.3%	5.5%	6.1%	4.9%
Tuition Dependency	83%	71%	89%	50%**
* +0.5% for non-Medical Center operations; **figure seems too low				

The negative operating surplus is due to losses at the Medical Center which are the object of very intensive management attention. Assuming that effort is successful in eliminating the falling current fund balance at the Medical Center, these comparative numbers indicate that the fiscal condition of the University closely resembles that of similar private institutions. These indicator variables were supplied by Vice President Katz but the fiscal similarities between the University and other private universities has been noted in previous reports of this Committee. The same market forces are driving all these institutions and it is not surprising to find that fiscal differences among them are small.

IV. IMPLEMENTATION OF 1990 BAT REPORT RECOMMENDATIONS:

The 1990 BAT report recommendations included the following steps:

- 1) Strategic Vision: a position paper to be written by a small committee.
- 2) Strategic Positioning: individual units relate to the strategic vision document.
- 3) Strengthen Measurement Systems
- 4) Fiscal Decentralization
- 5) Central Coordination and Targeting - through the Responsibility Center model
- 6) Productivity Improvement Strategies - units need to do productivity assessment to improve efficiency.
- 7) Improving Incentives - should be a logical consequence of the Responsibility Center approach as units retain a significant proportion of added revenues generated and are also held responsible for revenue declines.

All the above is consistent with positions taken in and recommended by the FP&B Committee in the past. The Committee encouraged the administration to make implement the seven-step BAT process. An exchange of memoranda took place during the year and the position of the Committee has been clarified. There appears to be agreement that some systematic examination of incentives, fiscal decentralization, and identification of possible responsibility centers should be undertaken.

V. REVIEW OF PROPOSED PRODUCTIVITY MEASURES

Some efforts are underway to measure productivity of academic units. This is, of course, difficult and controversial. The Committee reviewed a scheme for "Responsibility Loading" by Charles Garris of CMEE. Overall the Committee was impressed with Professor Garris' work and encouraged him to continue. Some useful suggestions were made and members were urged to write to Professor Garris with further comments on his efforts. He promises to keep the Committee updated.

The Committee will also attempt to monitor other efforts to construct productivity measures and asks those who know of proposed measures to contact the committee chairman.

VI. REVISED MISSION STATEMENT

In response to a request from the Executive Committee, actually several repeated requests, the Committee revised its mission statement.

VII. THE PARKING FEE CONTROVERSY

The issue of rising parking fees which prompted a Faculty Senate resolution, was referred to the Committee. At this point, the Committee has determined that fees are rising far faster than inflation or faculty and staff salaries. It appears that one reason for these increases is the general treatment of auxiliary enterprises in the University budget scheme. Parking is an auxiliary enterprise and, simply put, revenues must equal expenditures. In recent years, parking has had to absorb a number of capital account items including replacement of surface parking with underground parking structures and redecking of parking structures. These capital costs are either expensed immediately as current account items or result in payments of principal and interest on debt and must be funded with fee revenues. Thus fees can rise substantially faster or slower than salaries depending on what is happening with capital expenditures for parking. More detailed numerical analysis of this question is needed.

On a more fundamental level, the debate should not be over parking as a single benefit but over the total benefit package. Fringe benefits are provided, in part, in order to avoid taxation under the payroll tax (15% with maximum earning limit rising faster than salaries) and federal and state income taxes (rates vary). Analysis of fringe benefits should include detailed implications to tax issues.

VIII. NEW BUDGETING DEVELOPMENTS

Vice President Katz has informed the Committee of his diligent efforts to make the University budgets realistic - i.e. to make department budgets reflect spending realities. In addition, he is working on a comprehensive capital budget, which would combine all capital expenditure items together. Currently capital expenditures are scattered through budget categories ranging from the auxiliary enterprises through administrative expense. These are most welcome developments and, should this trend continue, the information content of the budget will be greatly enhanced. Indeed, we will have to inform Gelman Library that the University budget should be moved into the non-fiction section.

Respectfully Submitted:

Members of the Fiscal Planning and Budgeting Committee 1990-91
Frederick Amling, Philip Birnbaum, Michael Bradley,
William Handorf, James Kee, William Keller, Anthony Mastro
Salvatore Paratore, Richard Tollo, Robert Waters,
Anthony Yezer (Chairman) and, ex officio Robert Chernak,
Louis Katz, Robert Keimowitz, Ralph Olmo, Robert Shoup



INTERDEPARTMENTAL MEMORANDUM

Annual Report of the Faculty Senate Research Committee

The Faculty Senate Research Committee has met 11 times during AY1990-91; the minutes of these meetings are appended to and made a part of this report.

The Committee has undertaken three major projects this year:

I. We have considered the question of the return of indirect costs to the principal investigators who generated them and to their department chairmen, deans, and to the Associate Vice President for Research, to foster and encourage additional research. We prepared a Resolution to this effect for the Senate, but as of this writing, it has not yet been considered on the Senate floor.

II. We have undertaken to prepare a report entitled "Research at GW: Constraints and Incentives," to focus the attention of the University community on the remaining obstacles to carrying out scholarly research at GW. It is not easy for a university to transform itself from one where research was not high on its list of priorities into a front-rank research institution; the impediments are structural and cultural as well as monetary. In our report, we attempt to help alleviate the situation by calling attention to the problems where we find them and to suggest possible solutions where appropriate. In order to generate a data base for this report, we have devised and sent questionnaires to the faculty at large as well as to department chairs and program heads. The responses have been tabulated and these tabulations will be appended to the report. The report itself is in the last stages of being written, and should be ready for distribution within a few weeks.

III. We are in the process of planning, in collaboration with our colleagues in the University Teaching Center, a University-wide Colloquium or Open Forum, to be held in the early Fall, entitled "The Interrelationship of Research and Teaching." Chancellor Chang-Lin Tien of the University of California at Berkeley has been invited to be our principal speaker, and the half-day affair also will feature a panel discussion and input from GW faculty interested in making known to their colleagues their views on the subject.

Documentation of scholarly work on the subject, in the form of a bibliography, is being provided by Prof. Jonathan Fife of SEHD. A follow-up meeting also is envisioned, also sponsored jointly by the Senate Research Committee and the University Teaching Center. Finally, the Colloquium will keynote the AY1991-92 activities of the Teaching Center, which will address the theme of this Colloquium in various other ways throughout the coming academic year.

Lastly, the chairman wishes to thank the other members of the Research Committee for the enormous amount of work they did (and are still doing), with enthusiasm and collegiality.

Respectfully submitted,

A handwritten signature in dark ink, reading "Barry L. Berman". The signature is fluid and cursive, with the first name "Barry" and last name "Berman" clearly legible.

Barry L. Berman
for the Research Committee

Frank E. Baginsky
Barton L. Guthrie
Donald Hawkins
Bruce M. Kramer
Ruth M. Krulfeld
John F. Lewis
Deborah C. Masters
Terence Phillips
Christopher Sten

REPORT OF THE SENATE STANDING COMMITTEE
ON LIBRARIES, 1990-1991

May 9, 1991

The committee met twice (November 16 and March 8) during the 1990-91 session and conducted the following business.

1. The committee discussed the Gelman Library. It was brought to the attention of the committee that there was severe shortage of stack space. So much so that library users were unable to locate volumes even when the volumes in question were on the shelves in the correct position. Damage was also occurring to the items on the shelves due to overcrowding. Compact shelving was on order and was due to be installed to alleviate the problem substantially.
2. The committee discussed the difficulty the Gelman Library was experiencing with bar coding. This was especially pronounced with regard to faculty. A subcommittee was established to draft a Senate Resolution to address this. (The Resolution so drafted and adopted by the committee is to be presented to Senate).
3. The committee discussed the Strategic Plan for the Library and commented on its Hiring Plan among other aspects.
4. The committee discussed and agreed a Mission statement which was forwarded by the Chairman to the Executive Committee.
5. The committee discussed the faculty survey that the Library had conducted and noted that there had been a poor response from faculty in general.
6. The committee commented on the re-organization of the Library staff into 3 Assistant Librarians with suitably assigned duties.
7. The committee discussed the new databases being developed and shortly to become available as part of the Scholar's Express service.

Respectfully submitted,
R.J. Harrington, Chair

Members:

Neal E. Chalofsky
Fredric D. Forney, Jr.
Mohammad I. Haque
Michael D. Hitchcock
Paul L. Kimmel
Michael C. King
Gregory J. Milmoe
Philip N. Reeves
Pilar Saenz
Sharon L. Wolchik

ex officio:

Avery D. Andrews
Shelley Bader
Roderick S. French
Anita K. Head
Sharon J. Rogers

Annual Report to the Faculty Senate from the Faculty Development and Support Committee

May 10, 1991

Committee Members, 1990-1991:

William C. Parke, GSAS, Samson 307
Simon Y. Berkovich, EECS, Tompkins Hall
Edward Cherian, Admin. Sciences, AB 401
Craig Cox, Naval Science, Samson 2nd Floor
Nancy Dixon, Human Resource Development, T 605
William Halal, Management Science, Monroe 2031
Paul Poppen, Psychology, GG 417
Cynthia Rohrbeck, Psychology, GG 207
James Scott, Emergency Medicine, VV
Suzanne Simons, Anthropology, X 203A
Carl Steiner, German, T 508
George Stephens, Geology, Bell 104C

During the year, our Committee focused on four issues:

The mission of the Committee

The policies regarding the use of the ISN by the faculty

The possibility of establishing a University Publications Office

The possibilities for establishing a Child Care Center for faculty and staff

At the request of the Executive Committee of the Faculty Senate, our Committee took up the question of the charge, function, purpose, and mission of our Committee. We drafted a statement of our mission and sent it forward.

Our recommendations for increased faculty access to the ISN were largely agreed to by the administration, so that our draft resolution was held.

Our draft resolution recommending the establishment of a University Publication Office was withdrawn from Senate consideration until a more detailed study is made on the fiscal impact such an office might have.

The Faculty Senate Executive Committee recommended that our resolution in support of University child care services be reformulated as a report to the Senate. This report is attached.

Respectfully Submitted,
William C. Parke
Chair, FDS Committee

Report of the Faculty Development and Support Committee on the Issue of on Campus Child Care Services

May 10, 1991

There is general recognition of the importance of the availability of child care services in a working environment. President Trachtenberg, through his own interest and on recommendation of the Benefits Review Committee, has begun the institutionalization of child care benefits for our staff and faculty.

Generally, our administration has shown enlightened sensitivity to the issues involved with child care services for faculty and staff. There was strong response (over 40 calls) to President Trachtenberg's letter of October 11, 1990, describing a new benefit for the University community: Consultation, counseling, and seminars through the Personnel Services Office. Ms. Carol Ann Rudolph, President of Child Care Management Resources, who is available to meet with faculty and staff two days a month, is booked up for several months ahead. Funds for this service will be generated from tuition co-payment from new faculty and staff on behalf of their dependents. In addition, there are new 'flexible hours' options for parents, and new leave policies to care for sick parents or children. There are a few local commercial child care centers, but these are not deemed suitable for our faculty or staff. Columbia Hospital has an emergency care drop center. Examples of other centers in public service environments can be found at the Department of Health and Human Services, Penn State University, etc.

At present, there are no explicit plans for an on-site child care center. Some of the difficulties include:

1. Space limitations on campus. Off-campus facilities would require start-up costs of the order of 1/2 of a million dollars.
2. Cost to faculty or staff, particularly when several children are involved (each projected to be about \$130 to \$180/week).
3. The burdens of infant care (added number of supervisors/child).
4. Insurance liabilities (although this is not as strong a limitation as is often perceived, and can be handled by an outside management group). Moreover, there are DC regulations on staff/child ratio, square feet/child, etc. to satisfy.

Some of the advantages of having a the GWU Child Care Center:

1. Service to University faculty and staff: The demand for such a center is projected (by Marriot Corporation) to be sufficiently high among our faculty and staff to support a center which would handle up to 100 children.

2. Attraction of such a center to prospective faculty and staff, before they are hired. We would be a 'flagship' for such a benefit.

3. Service to students through internship at the center from the Psychology Department and the School of Education and Human Development. Internships would have the added benefit of reducing the cost of providing child care.

4. Child care centers can be managed by an outside corporation and could be self-supporting.

The Faculty Development and Support Committee of the Faculty Senate wishes to urge the Senate and the Administration to continue to explore the possibilities for the realization of on-campus child care services.

1990-91 ANNUAL REPORT OF THE FACULTY SENATE COMMITTEE
ON PROFESSIONAL ETHICS AND ACADEMIC FREEDOM

The Committee on Professional Ethics and Academic Freedom directed its attention to five principal matters during the 1990-91 term.

1. At the request of the Executive Committee, the Committee reviewed the University's Policy on Misconduct in Science. As a result of this review, the Committee forwarded two resolutions to the Faculty Senate. The First Resolution proposed certain changes in the University Policy on Misconduct in Science. The Second Resolution proposed an amendment to the Faculty Code to clarify its relationship to the University Policy on Misconduct in Science. Both Resolutions (i.e. 90/11 and 90/12) were passed by the Faculty Senate on January 18, 1991. The Board of Trustees approved the change in the Faculty Code recommended by Resolution 90/12 on March 21, 1991.
2. At the request of the Executive Committee, the Committee reviewed the process by which Faculty Senate Resolutions are received and acted upon by the University Administration. The Committee proposed additional procedures to assure the prompt disposition of Faculty Senate Resolutions. On May 10, 1991 the Faculty Senate approved this Resolution with amendments (i.e. 91/1).
3. At the request of the Executive Committee, the Committee reviewed a memorandum from Vice President French seeking faculty advice on several possible additions to the Faculty Handbook relating to a variety of matters. The Committee discussed the matter and by memorandum to Vice President French dated April 8, 1991, recommended that no additional language be added to the Faculty Handbook on these subjects at this time.
4. At the request of the Executive Committee, the Committee prepared a Mission Statement for the Committee on Professional Ethics and Academic Freedom and forwarded it to the Executive Committee.
5. At the request of the Executive Committee, the Committee reviewed Senate Resolution 87/10 that was initially forwarded to President Elliot, returned by the Board of Trustees to President Trachtenberg, and then returned by President Trachtenberg to the Executive Committee with the statement that circumstances had changed to such an extent that it would be inappropriate to forward this Resolution back to the Board of Trustees. The Committee discussed how best to proceed and reached no consensus other than that Resolution 87/10 should be put at the top of the agenda for the Committee in academic year 1991-92.

PEAF Committee
Annual Report
1990-91

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Respectfully submitted,

Members:

Daniel Barthell
Nathan J. Brown
Victor H. Cohn
Thomas F. Courtless
Kurt J. Darr
Ayman E. El-Mohandes
Joseph L. Gastwirth
Carol H. Hoare
Robert W. Holstrom
Paula R. Kaiser
Ward D. Maurer
David B. Newman, Jr.
Howard C. Pierpont
Jeffrey L. Stephanic
Harry E. Yeide, Jr.

Roger H. Trangsrud
Professor of Law
Chair, Committee on
Professional Ethics
and Academic Freedom

ex officio:

Ben Burdetsky
Jack H. Friedenthal
Susan Kaplan
Robert Kenny

ANNUAL REPORT OF THE EXECUTIVE COMMITTEE OF THE FACULTY SENATE
1990-91 SESSION

The Executive Committee arranged the agenda for nine regular meetings of the Faculty Senate during the 1990-91 Session. A tabulation of resolutions acted on by the Senate is attached to this Report. The response of President Trachtenberg to these resolutions will be distributed when available.

Of the seventeen resolutions considered by the Senate, the Executive Committee originated three: Resolution 90/5, to Amend the Faculty Organization Plan to Change the Frequency of Stated Meetings of the Faculty Assembly; Resolution 90/6, to Establish a Special Committee to Study the Structure and Functioning of the Faculty Senate; and Resolution 90/7, to Establish a Special Committee to Formulate a Faculty Position on Affirmative Action/Equal Opportunity at The George Washington University.

Resolution 90/6, to establish a Self-Study Committee, arose from extensive discussions in the Executive Committee last Summer of various factors which might be inhibiting the Senate's effectiveness in representing the faculty. With the Report of the Self-Study Committee now in hand, as well as the mission statements of the standing committees, the Executive Committee plans to resume shortly its review of operations. When the response of the Administration to the Self-Study Report is received, the Executive Committee may then bring to the floor some proposals for restructuring Senate operations. We plan as well to continue our efforts to provide more help and guidance to Senate standing committees.

Last May, in accordance with the Faculty Code, Procedures B.4, the Executive Committee was notified by Vice President French of four nonconcurrences by deans with faculty recommendations with respect to promotion and/or tenure. After consultations and in two cases extended inquiry by the Executive Committee, all four disagreements were subsequently dissolved. This Spring the Executive Committee has already received notification of four more nonconcurrences. Preliminary consultations with the parties to resolve the disputes will begin shortly.

One faculty grievance was filed with the Executive Committee during the past academic year. The Special Mediator appointed by the Executive Committee, Professor Peter Hill, succeeded in arranging a resolution of the dispute and the grievance apparently will be withdrawn. No grievances were referred to the Dispute Resolution Committee during the year, therefore.

Annual Report of the Executive Committee
of the Faculty Senate 1990-91 Session

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During the year, the Executive Committee cooperated with the Vice President for Academic Affairs on several projects, including the establishment of a number of Task Forces to study specific problem areas (student advising, graduate education, compensation of part-time faculty, summer sessions), the 12th Annual Faculty Awards Luncheon, and an orientation breakfast for new faculty members in January, 1991.

In conclusion, the Executive Committee would like to acknowledge gratefully the splendid cooperation received from members of the Senate and many other faculty members whose services we enlisted for various tasks. We also express thanks to members of the administration who assisted the Senate and its various committees with information and advice. The Chair of the Executive Committee would like to express personal thanks to President Trachtenberg for maintaining an ongoing discussion of a wide variety of issues over the year. Finally, the Executive Committee and especially its Chair offer warm thanks to the Coordinator of Faculty Senate Activities, Doris Trone, and her assistant, Ginger Hamilton, for their very able, tireless, and cheerful assistance over the year.

Respectfully submitted,



William B. Griffith
Chair, Executive Committee

Members:

Salvatore F. Divita (SBPM)
Charles A. Garris (SEAS)
Robert E. Park (Law)
Alvin E. Parrish (Medical)
Robert W. Rycroft (ESIA)
Clemmont E. Vontress (SEHD)

ex officio:

Stephen J. Trachtenberg, President

RESOLUTIONS 1990-91 SESSION

Resolution No.	Date of Meeting	Title of Resolution	Action	Remarks and/or Committee Referral
90/1	5/4/90	A Resolution of Appreciation for Raymond R. Fox	Adopted by acclamation	
90/2	5/4/90	A Resolution to Amend the University Calendar	Adopted 5/4/90	
90/3	5/4/90	A Resolution for a Pilot Student Orientation Course	Referred 5/4/90	Referred to the Executive Committee; subsequently referred to the Educational and Admissions Policy Committee
90/4	5/4/90	A Resolution to Improve Student Advising	Referred 5/4/90	Referred to the Executive Committee; subsequently referred to the Educational and Admissions Policy Committee
90/5	9/14/90	A Resolution to Amend the <u>Faculty Organization Plan</u> to Change the Frequency of Stated Meetings of the Faculty Assembly	Adopted	Adopted by the Faculty Assembly 1/22/91; Approved by the Board of Trustees 3/21/91
90/6	10/12/90	A Resolution to Establish A Special Committee to Study the Structure and Functioning of the Faculty Senate	Adopted 10/12/90	
90/7	11/9/90	A Resolution to Establish A Special Committee to Formulate a Faculty Position on Affirmative Action/Equal Opportunity at The George Washington University (substitute)	Adopted, as amended, 11/9/90	
90/8	12/3/90	A Resolution to Amend the University Policy on Equal Opportunity to Add the Words "Sexual Orientation" with accompanying Report	Adopted, as amended, 12/14/90	

RESOLUTIONS 1990-91 SESSION (cont'd)

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Resolution No.	Date of Meeting	Title of Resolution	Action	Remarks and/or Committee Referral
90/9	12/3/90	A Resolution to Endorse Guidelines for Searches for Deans of The George Washington University with accompanying Guidelines	Adopted 12/14/90	
90/10	1/18/91	A Resolution Changing the Name of the Faculty Senate Committee on Athletics to the Committee on Athletics and Recreation	Adopted 1/18/91	
90/11	2/8/91	A Resolution to Amend and Clarify the University Policy on Misconduct in Science and Related Matters	Adopted 2/8/91	
90/12	2/8/91	A Resolution to Amend the <u>Faculty Code</u> to Clarify its Relationship to the University Policy on Misconduct in Research	Adopted 2/8/91	Approved by the Board of Trustees 3/21/91
90/13	3/8/91	A Resolution on Principles Governing the Utilization of Regular, Active-Status, Non-Tenure-Accruing Faculty Positions	Adopted, as amended, 3/8/91	
90/14	4/12/91	A Resolution on Parking	Referred, 4/12/91	Referred to Fiscal Planning and Budgeting Committee
90/15	4/12/91	A Resolution to Provide Retirement Opportunities and Incentives for Senior Members of the Faculty	Adopted, as amended, 4/12/91	

(continued)

RESOLUTIONS 1990-91 SESSION (cont'd)

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Resolution No.	Date of Meeting	Title of Resolution	Action	Remarks and/or Committee Referral
90/16	4/12/91	A Resolution to Establish Faculty Task Forces on Affirmative Action/Equal Opportunity	Adopted 4/12/91	
90/17	4/12/91	A Resolution Recommending the Establishment of a University Publications Office	Withdrawal requested by Committee; approved by Ex. Cmte. 4/19/91	

TESTIMONIAL TO ROBERT GENE JONES

Few colleagues are so well and widely known on this campus as Robert Gene Jones. The Department of Religion has known and appreciated his leadership and collegiality for 32 years. Columbian College has known him as one of its principal movers in establishing student honors programs since their inception. This Senate has known him as a member--elected no fewer than seven times between 1968 and 1981. And, of course, all of us who attend convocations, memorial services, and other University ceremonies, know him as University Marshal--an office that he filled for 20 years with dignity and grace.

A popular teacher, a careful scholar, Robert Jones has consistently upheld the ideals of intellectual honesty and rightmindedness throughout his GW career. Always a spokesman for good causes, always an enemy of persiflage and hypocrisy, always a voice of reasonableness, he leaves the University a better place in which to live and work. His life here should remind us that qualities like his--those of compassion and civility, and good humor--are not at odds with scholarship and high academic standards.

Bob Jones' commitment to these ideals were put to their severest test during the days of the anti-war demonstrations. In those times, presiding over an undergraduate commencement was often like trying to contain a riot. That we managed to get through some of those commencements we owe to Bob Jones' unfailing ability to turn anger into laughter, and chaos into order. The more tense the moment, the more unflappable he became.

Between demonstrations he worked assiduously to direct some of that student anger into channels that were constructive and preserving of the University. In 1970 he formed a campus organization, first known as the Committee on Common Concerns, which later became the Student-Faculty Union for an Open University. In the fall of 1971, Bob set out to recruit new members in a letter that perhaps expressed his ideals. The Student-Faculty Union, he wrote, is "a voluntary organization of those who are committed to the principles of an open university, and are willing to try to create structures for communication on the crucial issues which affect the freedom of the members of the University and for the protection of the rights of all against internal and external repression."

Bob Jones' SFU, I might add, was not just a debating society. To be sure, it sponsored mini-seminars on the war in Vietnam and other social issues. But it also provided campus marshals during demonstrations. And when our campus was periodically inundated by hordes of demonstrators--driven up from the Mall by police and national guardsmen--the SFU manned an information center in the building where the Alumni Office is now located.

Here, certainly, was a man who took personal responsibility for the welfare of the entire campus community. Nobody had to ask him. No one could have hired him to do it. Bob Jones was just there when we most needed him. We shall miss him, even as we wish him well in his retirement.

Peter P. Hill
Professor of History

Faculty Senate Meeting
May 10, 1991

A Tribute to Benjamin Nimer
Professor of Political Science and International Affairs

Professor Benjamin Nimer joined The George Washington University faculty as Associate Professor of Political Science in 1960 and was promoted to Professor in 1965. Broadly trained in Political Science and International Relations at the University of Chicago, with an A.B. and a Ph.D. from that institution, his primary areas of teaching and research are International Political Theory, Foreign Policy, and Subsaharan African Politics. He has contributed numerous articles to scholarly journals in each of these three areas.

Professor Nimer has earned the respect and admiration of thousands of students and has assured the continuation of his influence on many more in the future by directing some 24 doctoral dissertations, many of them by those who are now faculty members at academic institutions located literally, around the world.

An active participant in the affairs of the Department and of the three school faculties of which he is a member, Professor Nimer has been tireless in his efforts on behalf of academic excellence and faculty rights. He served as a member of the Faculty Senate for three academic years, 1963-64, 1964-65, and 1965-66, and was a valuable member of a number of Senate committees during the course of his 31 years at GW.

Professor Nimer will be missed, both for his valuable service to his students and colleagues and for courteous manner and sly wit that have attended his efforts on their behalf. We wish him well in all future endeavors.

John A. Morgan, Jr.
Professor of Political Science
and Public Affairs

Faculty Senate Meeting
May 10, 1991

A Tribute to Hugh Linus LeBlanc
Professor of Political Science and Public Affairs

Professor LeBlanc began his academic career at The George Washington University, joining the faculty as Assistant Professor of Political Science in 1955 on the completion of three years of service as an officer in the United States Navy. He rose rapidly through the ranks and was promoted to Professor in 1964, the year I came here as an Assistant Professor.

Professor LeBlanc earned his Bachelor's degree at Louisiana State University, a Master's degree at the University of Tennessee, and the Ph.D. degree at the University of Chicago. He has been and continues to be an active and productive scholar in the field of American Politics. His published works include two books, American Political Parties and The Politics of States and Urban Communities, numerous articles in scholarly journals, and several government reports.

Professor LeBlanc is known to generations of students, graduate and undergraduate, as a genial and demanding mentor who genuinely cared about their intellectual and personal development. Both in and outside the classroom, he has been a highly sought after--and readily accessible--teacher of students.

Chairman of the Department of Political Science several times totalling 14 years, Professor LeBlanc played a major role in the development of the department to its present size and strength. Indeed, he was a direct participant in the recruitment of every other member of a department faculty that is now six times larger than the one he first joined. He has also contributed significantly to the varied activities of the Columbian College, the Graduate School of Arts and Sciences, and the Elliott School of International Affairs. He served as a member of this body from 1963 to 1967 and again from 1970 to 1972.

Professor LeBlanc is held in high esteem by his students and by his colleagues in his department and throughout the University. His regular presence in our daily undertakings will be sorely missed. We regret his retirement and wish him nothing but the best in the future.

John A. Morgan, Jr.
Professor of Political
Science and Public Affairs

Faculty Senate Meeting
May 10, 1991



DEPARTMENT OF PHYSICS

A Tribute to William Edward Schmidt

Professor of Chemistry

The Faculty Senate

May 10, 1991

Professor Schmidt has been a model academician at our University for over forty years. He has been continuously active in electrochemical research, a voice for sound science education, a devoted teacher, and has lent his wisdom to a wide variety of administrative tasks.

Many of us are particularly grateful for his unflinching efforts to encourage all students to develop an understanding of the sweeping principles in science as they apply to everyday life. Not only would he have us use logical reasoning, when possible, but also combine ethics with scientific knowledge before evaluating technical issues.

Professor Schmidt served this Senate body for five consecutive terms (1972-1977). His influence will extend over a much wider span.

William C. Parke
Physics Department

A Tribute to Jeanne E. Snodgrass
Professor of Motor Development and Life Long Learning

Professor Snodgrass joined the George Washington University School of Education faculty in 1960. Her educational achievements include a B.A. from Ohio Wesleyan University, a M.A. from Smith College, and an Ed.D. from the University of North Carolina, Greensboro. Prior to joining the GWU faculty she served as a teacher at all levels from pre-school through college as well as at camps and agencies. She taught high school in the Newton Public Schools, Boston, Massachusetts, and was instructor at Wellesley College in Wellesley, Massachusetts.

After joining the faculty of the Department of Physical Education in 1960 she advanced to the level of Professor and Chair of the Department of Human Kinetics and Leisure Studies. During her service at GWU she served in a variety of roles including professor, advisor, program coordinator, field hockey and squash racquets coach, movement education clinician, faculty senate member and coordinator of ELDERHOSTEL. She served as a member of the Faculty Senate from 1976-1978.

The many honors and professional service of Professor Snodgrass include Kappa Delta Pi; Alpha Delta Kappa; President, Eastern Association for Inter-Collegiate Athletics for Women; Who's Who and International Clinician in Movement Education; President and Merit Award, Eastern Association of Physical Education for College Women; and Outstanding Teacher Award, School of Education and Human Development.

Dr. Snodgrass will always be remembered by her students and colleagues as a master teacher and for her love for the teaching profession and life long learning. The Department, School, and University were better places because of her presence. We wish her well in her retirement.

**FACULTY SENATE MEETING
MAY 10, 1991**

**Nancy J. Belknap
Professor of Special Education**

ROBERT BERNARD HELLER

Professor Robert Bernard Heller hails from Brooklyn, New York. He attended the College of the City of New York (CCNY) until the outbreak of World War II. From 1941 to 1945 he was a civilian instructor for the air force at Scott Field, Illinois. At the same time he continued his education at St. Louis University in St. Louis, Missouri, receiving a BS in Electrical Engineering in 1946. He continued at St. Louis University, receiving the MS and PhD in physics in 1948 and 1951, respectively. The graduate degrees were based on experimental work at the Argonne National Laboratory, Chicago. There Bob did meet Enrico Fermi and worked with the (later) nobel laureate Owen Chamberlain. He published several papers in The Physical Review, including one on gamma-rays following beta decay of Au(198) with David Saxon, who was best known to me for his notes on lectures by Julian Schwinger on waveguide discontinuities.

From 1951 to 1954 Robert Heller was Senior Physicist in charge of all medical electronics devices and radioactive drugs in the US Food and Drug Administration. There, he was responsible for development of the first standards for use of radioactive drugs. In 1955 he was recruited by Robert Smith (MIT), who was organizing the Weapons Systems Evaluation Group (WSEG) for the Joint Chiefs of Staff.

In 1960 Dr. Heller joined the faculty of the School of Engineering and Applied Science of The George Washington University as full Professor. He was a Member of the Senate from 1964 to 1968, and a member of its Executive Committee from 1965 to 1966. His years on the Senate are also notable for his successful endeavors on the Committee on Faculty Benefits to augment these.

During his tenure, Professor Heller was conspicuous for his devotion to our students. He was a driving force behind the integration of SPICE computer-aided design programs into our courses of instruction. He engaged in research under sponsorship of NSF, NASA, Defense Communications Agency, ONR, and others within the framework of which he was able to provide support for a number of struggling graduate students of whose subsequent successes he can be justly proud. They join with us in these expressions of our continuing affection and respect.

Walter K. Kahn
Professor of Engineering and Applied Science

Faculty Senate Meeting
May 10, 1991

A TRIBUTE TO ALVIN EDWARD PARRISH
Professor of Medicine

Professor Alvin Edward Parrish, M.D., graduated in 1945 from The George Washington University School of Medicine and became a faculty member in 1951. A specialist in the field of renal medicine, that is, diseases of the kidney, he was a role model to countless medical students and residents as a caring and competent physician. He served as an Associate Dean in the School of Medicine from 1957 until 1966, and has been a leader in the area of research on human subjects.

Dr. Parrish has served six terms as a member of the Faculty Senate, having served four of those terms as a member of its Executive Committee. His wise counsel and calm judgment have been of great value to the Faculty Senate through these years, and he will be missed. On the occasion of his retirement from active service in the faculty, we, his colleagues, express to Alvin Edward Parrish our appreciation for his contributions and our sincere best wishes for many years of future happiness.



William B. Griffith
Executive Committee of the
Faculty Senate

May 10, 1991

Resolution in Tribute and to the Fond Memory of.
Professor James Lowell Breen

I ask you to pause for a moment to join me in honoring the memory of Professor James L. Breen, who passed away on January 4, 1991.

After completing his B.S. at Eastern Illinois University James Breen proudly served his country as a Naval Aviator in World War II. He earned his M.S. and Ph.D. in Physical Education at the University of Illinois and developed the Office of Academic Counselor and served as Head of the Department of Physical Education at Tulane University from 1959-1969. Prior to joining the George Washington University faculty as Professor of Physical Education in 1969, he completed classic research on major league baseball pitching and batting and served as Director of Research for the Chicago Cubs National League Baseball Club.

Dr. Breen served as Chairman of the Department of Human Kinetics and Leisure Studies from 1969 - 1984, and as Professor was distinguished by his activities as Coordinator of the Exercise Science Program, Director and founder of the GWU Runners' Clinic and Adult Fitness programs, Vice-President of the American Council on International Sports, and as Consultant and Clinician for the President's Council on Physical Fitness and Sports. He served as Batting Coach for the Baltimore Orioles Baseball Club in 1973 and as President of Employee Fitness Associates since 1984. Jim made significant contribution to many Senate and School committees and served as a member of the Faculty Senate from 1972 - 1974.

Professor Breen was a beloved husband, devoted family man, educator, innovator, naval aviator, athlete, author, coach and counselor par excellence. His teaching was eloquent, his research classic, and his public service notable. To those of us who were his colleagues, we were honored to be beside him and learn from his wisdom.

BE IT RESOLVED, Mr. Chairman, that these remarks be included in the Minutes of the Senate meeting and a copy sent to Professor Breen's family.

Faculty Senate Meeting
May 10, 1991

Clemmont E. Vontress
Professor of Counseling

Comments on the Resignation of Tony Coates .

Mr. President, Ladies and Gentlemen:

I am saddened at the resignation of Tony Coates. It is indeed a severe blow to the research community at GW and I would like to take a few minutes to put it in perspective.

In the post WWII era, while the great research institutions of the nation developed, The George Washington University has continued its traditional mission of serving the educational needs of the Federal City. In the last twenty years, two memorable and inveterate deans, Henry Solomon and Harold Liebowitz, were not satisfied with a predominantly teaching mission and exerted considerable influence to hire research faculty and to encourage them to continue doing research at GW. This has paid substantial dividends. As a result, over the last 20 years, a cohort of faculty dedicated to research has grown substantially. However, the administrative structure, university policy, and infrastructure continued appropriate to a teaching institution. As a result, the morale of research-active faculty was generally low.

Prior to the reorganizations of the Trachtenberg era, there was no true champion of research in Rice Hall. Dr. Coates' predecessor, the Vice President for Administration and Research, was saddled with negotiating benefit programs, arbitrating personnel actions, and balancing books with no time left for promoting research. Further, his function was not considered to be part of the academic mission of the university. President Trachtenberg obviously realized this folly and, in his reorganization, divorced the administration of research from the administration of unrelated functions while integrating it with academic functions. Thus, the Associate Vice President for Academic Affairs and Research, for the first time in GW's history, could serve as a proactive champion of research and scholarship within Rice Hall. Dr. Coates proved to be an outstanding choice for this job.

Dr. Coates, having been a member of the GW research cohort, and having had wide exposure to faculty of other institutions, had a keen appreciation of what was wrong at GW and what needed to be done to rectify it. He also had the ability to persuade and articulate, to enlist the support of his many friends and associates on the faculty. He wasted no time in fighting for increased institutional support for research, particularly in the areas infrastructure, graduate student support, faculty teaching loads, and incentive structure. He also distinguished himself as an advocate for excellence in teaching, calling for parallel reward structures for research and teaching activities alike. His activity in Rice Hall has given vitality and hope to the research faculty and his departure will surely be met with melancholy, not having realized the fruits of his initiatives.

It is unfortunate that Dr. Coates' agenda is largely unconsummated. However, a legacy that I hope endures is the

definition of the role of the Associate VP for Research as proactive champion for graduate education and research. He leaves GW with a research faculty much more enthusiastic and vital than before who are filled with expectations of major improvements leading to parity with other institutions. On behalf of the research community, I thank Tony Coates for his exemplary service to the university, and I wish him success in his new position. I hope we can find a successor who will pick up the baton and run with it with skill and fervor equal to Tony's. Obtaining such a person will indeed be difficult.

Thank you.

Charles A. Garris
Faculty Senate, 5/10/91

FACULTY SENATE COMMITTEES
1991-92 Session

STANDING COMMITTEE CHAIRS
1991-92

1. ADMINISTRATIVE MATTERS AS THEY AFFECT THE FACULTY
Professor Murli M. Gupta
2. APPOINTMENT, SALARY AND PROMOTION POLICIES (including Fringe Benefits)
Professor Peter P. Hill
3. ATHLETICS AND RECREATION
Professor Stefan O. Schiff
- *4. EDUCATIONAL AND ADMISSIONS POLICY/STUDENT FINANCIAL AID
Professor Philip W. Wirtz
5. FACULTY DEVELOPMENT AND SUPPORT
Professor David E. Silber
6. FISCAL PLANNING AND BUDGETING
Professor Robert T. Smythe
7. HONORS AND ACADEMIC CONVOCATIONS
Professor James H. Maddox
8. LIBRARIES
Professor Robert J. Harrington
9. PHYSICAL FACILITIES
Professor Theodore G. Toridis (Acting Chair)
10. PROFESSIONAL ETHICS AND ACADEMIC FREEDOM
Professor John A. Morgan, Jr.
11. RESEARCH
Professor Khalid Mahmood
12. UNIVERSITY AND URBAN AFFAIRS
Professor Dennis H. Holmes
13. JOINT COMMITTEE OF FACULTY AND STUDENTS
Professor Stephen C. Smith

*These two Committees were combined under one Chair by the Executive Committee 4/30/91

MEMBERS OF THE FACULTY SENATE COMMITTEES
1991-92 Session

Executive Committee

AcadCen T-525	William B. Griffith, Chairman (CCAS)	4-6265
Monroe 403	Salvatore F. Divita (SBPM)	4-6203
ACC 4-408	William R. Felts (Medical)	4-4377
AcadCen T-736	Charles A. Garris (SEAS)	4-3646
Samson 307	William C. Parke (GSAS)	4-7225
Sto 412	Maximilian Pock (Law)	4-6776
AcadCen T-605	Clemmont E. Vontress (SEHD)	4-6856
Rice 8th Floor	Stephen J. Trachtenberg, President, ex officio	4-6500

ADMINISTRATIVE MATTERS AS THEY AFFECT THE FACULTY

*Chairman: Gupta, Murli M., Mathematics
Ernsttahl, Henry L., Public Administration
Fife, Jonathan D., Education
Kakaes, Apostolos K., EECS
Oertel, Yolanda C., Pathology
Wise, Jarrett M., Health Sciences
Zuchelli, Artley J., Physics

ex officio:

Bortz, Walter M., Vice President for Information and
Administrative Services
Katz, Louis H., Vice President and Treasurer
Keimowitz, Robert I., Dean of the Medical Center for Academic Affairs

APPOINTMENT, SALARY, AND PROMOTION POLICIES, (INCLUDING FRINGE BENEFITS)

*Chairman: Hill, Peter P., History
Boswell, John G., Educational Leadership
Bowling, Lloyd S., Speech and Hearing
Briscoe, William J., Physics
Johnson, Diana E., Biological Sciences
Kirsch, Arthur D., Statistics

*Park, Robert E., Law
Robinson, Lilien F., Art
Sarkani, Shahram, CMEE
Suranovic, Steven M., Economics

ex officio:

Bortz, Walter M., Vice President for Information and
Administrative Services
French, Roderick S., Vice President for Academic Affairs
Katz, Louis H., Vice President and Treasurer

ATHLETICS AND RECREATION

*Chairman: Schiff, Stefan O., Zoology
Caress, Edward A., Chemistry
Jasnoski, Mary L., Psychology
O'Rear, Charles E., Forensic Science
Paup, Donald C., HKLS
Rowley, David A., Chemistry
Sullivan, Patricia A., HKLS
Weintraub, Herbert D., Anesthesiology
Wilkerson, John R., Naval Science

ex officio:

Bilsky, Steven, Director of Athletics
Chernak, Robert A., Vice President for
Student and Academic Support Services
Warner, Mary Jo, Senior Associate Director of Athletics and Recreation

EDUCATIONAL AND ADMISSIONS POLICY/STUDENT FINANCIAL AID

*Chairman: Wirtz, Philip W., Management Science
Dunn, Robert M., Jr., Economics
Greenberg, Joseph A., Educational Leadership
Heller, Rachelle S., Engineering and Applied Science
Levy, Joseph B., Chemistry
Kirsch, Arthur D., Statistics
Quitslund, Sonya A., Religion
Smith, Carol, Pathology
Spivack, Sheryl E., HKLS
Wright, Frank, Art

ex officio:

Chernak, Robert A., Vice President for Student
and Academic Support Services
French, Roderick S., Vice President for Academic Affairs
Gaglione, J. Matthew, Registrar
Pallett, Anthony T.G., Executive Director for Enrollment Mgmt.
Stoner, George W.G., Director of Undergraduate Admissions

FACULTY DEVELOPMENT AND SUPPORT

*Chairman: Silber, David E., Psychology
Cherian, Edward J., Administrative Sciences
Cox, Craig A., Naval Science
Dinwiddie, James F., Engineering Management
Gastwirth, Joseph L., Statistics
Hillis, James W., Speech and Hearing
Steiner, Carl, German

ex officio:

Bortz, Walter M., Vice President for Information
and Administrative Services
Clifford, James E., Director, Personnel Services
Wolfman, Brunetta, Associate Vice President for Academic Affairs

FISCAL PLANNING AND BUDGETING

*Chairman: Smythe, Robert T., Statistics
Birnbaum, Philip S., Health Care Sciences
Bradley, Michael D., Economics
DePalma, Diane M., Psychology
Handorf, William C., Business Administration
Kee, James E., Public Administration
Linebaugh, Craig W., Speech and Hearing
Mastro, Anthony J., Accountancy
Waters, Robert C., Engineering Administration
Yezer, Anthony M., Economics

ex officio:

Chernak, Robert A., Vice President for Student
and Academic Support Services
Katz, Louis H., Vice President and Treasurer
Keimowitz, Robert I., Dean of the Medical Center for Academic Affairs
Olmo, Ralph J., Comptroller
Shoup, Robert D., Director of the Budget

HONORS AND ACADEMIC CONVOCATIONS

*Chairman: Maddox, James H., English
Gurne, Patricia D., Trustee
Lingo, Jane T., University Relations
Lobuts, John F., Management Sciences
Manatt, Charles T., Trustee
Moore, Dorothy A., Education
Rashid, Martha N., Educational Leadership
Regnell, Joan R., Speech and Hearing
Tidball, M. Elizabeth, Physiology
Wade, Alan G., Theater and Dance

ex officio:

French, Roderick S., Vice President for
Academic Affairs
Gaglione, J. Matthew, Registrar
Holland, Sandy H., University Relations
Kaplan, Susan B., Assistant to the President
Kasle, Jill F., University Marshal

LIBRARIES

*Chairman: Harrington, Robert J., EECS
Chalofsky, Neal E., Human Resource Development
Driver, E. Donald, International Services
Harizanov, Valentina, Mathematics
Hitchcock, Michael D., Art
King, Michael C., Chemistry
Reeves, Philip N., Health Services Administration
Saenz, Pilar G., Romance Languages
Seavey, Ormond A., English
Sharkey, Charles W., Naval Sciences

ex officio:

Andrews, Avery D., Assistant Dean of the
Graduate School of Arts and Sciences
Bader, Shelley A., Director, Medical Library
French, Roderick S., Vice President for
Academic Affairs
Head, Anita K., Librarian, Law Library
Rogers, Sharon J., University Librarian and
Assistant Vice President for Academic Affairs

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Carter, James B., Jr., Naval Sciences
Greene, Sherwin, Urban Planning and Real Estate Development
Johnson, Nancy D., Theatre and Dance
Robinson, E. Arthur, Jr., Mathematics
Sabelli, Bradley W., Theatre and Dance
Siegel, Frederic R., Geology

ex officio:

Bortz, Walter M., Vice President for Information
and Administrative Services
Dickman, Robert E., Assistant Treasurer for Facilities
Katz, Louis H., Vice President and Treasurer
Runyon, Donald A., Assistant Treasurer for Business
and Procurement Affairs

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Cohn, Victor H., Pharmacology
Darr, Kurt J., Health Services Administration
Hoare, Carol H., Human Services
Kaiser, Paula R., (Emeritus) Anesthesiology
Maurer, Ward D., Engineering and Applied Science
Moser, Cynthia T., Naval Science
Pierpont, Howard C., (Emeritus) Surgery
Quiroga, Jose A., Romance Languages
*Robinson, David, Jr., Law
Stephanic, Jeffrey L., Art

ex officio:

Burdetsky, Ben, Dean of the School of Business and
Public Management
Friedenthal, Jack H., Dean of the National Law Center
Kaplan, Susan B., Assistant to the President
Kenny, Robert W., Dean of Columbian College of
Arts and Sciences

RESEARCH

*Chairman: Mahmood, Khalid, CMEE
Baginski, Frank E., Mathematics
Garcia, Jorge, Human Services
Holman, Mary A., Economics
Krulfeld, Ruth M., Anthropology
Masters, Deborah C., Gelman Library
Offermann, Lynn R., Psychology
Rycroft, Robert W., Political Science and Int'l Affairs
Sibert, John L., EECS
Stephens, George C., Geology

ex officio:

Coates, Anthony G., Associate Vice President for
Academic Affairs and Research
French, Roderick S., Vice President for Academic Affairs
Kenny, Robert, Acting Dean of the Graduate School of Arts and Sciences

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Epps, Valerie L., Educational Opportunity Program
Henig, Jeffrey R., Political Science
Lingo, Jane T., University Relations
Maurer, Ward D., EECS
Minogue, William F., Medical
Nashman, Honey W., Human Services
Perry, David T., Naval Sciences
Stebelman, Scott, Gelman Library

ex officio:

Cropp, Dwight S., Special Assistant for Public Affairs
Kaplan, Susan B., Assistant to the President
Katz, Louis H., Vice President and Treasurer
Wolfman, Brunetta, Associate Vice President for Academic Affairs

The following committee is not a standing committee of the Faculty Senate but is listed for your information:

JOINT COMMITTEE OF FACULTY AND STUDENTS

Faculty Members:

*Co-Chairperson: Smith, Stephen C., Economics
Fife, Jonathan D., Educational Leadership
Moskowitz, Faye S., English
Pardavi, Martha, EECS
Sullivan, Patricia A., HKLS
Ticktin, Max D., Classics
Youens, Laura S., Music

ex officio:

Beil, Cheryl, Assistant Dean of Students
Chernak, Robert A., Vice President for Student
and Academic Support Services
Kaplan, Susan B., Assistant to the President
Kenny, Robert, Dean of Columbian College of Arts and Sciences
Strong, LeNorman J., Director of the Office of Campus Life
Wooldridge, Annie B., Assistant Vice President for Faculty Personnel

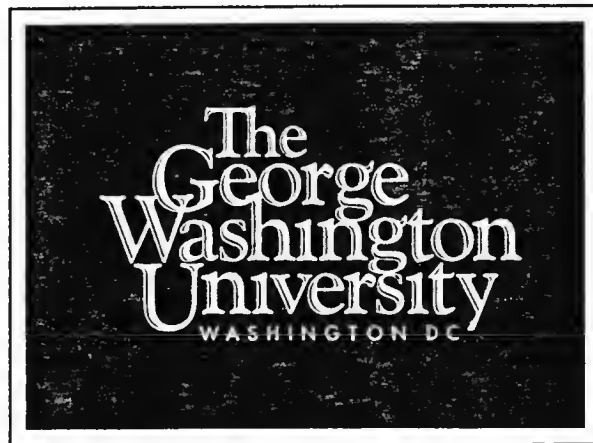
Student Members:

(Co-Chairperson and students to be elected)

ex officio:

(Students to be elected)

OPERATING AND CAPITAL BUDGETS 1991-92





OFFICE OF VICE PRESIDENT AND TREASURER

May 9, 1991

To: Members of the Board of Trustees

From: Louis H. Katz
Vice President and Treasurer

Subject: Operating and Capital Budgets for 1991-92

I am pleased to present the University budget for Fiscal Year 1991-92. The budget is built upon the assumptions presented to the Board at its March 21, 1991, meeting. Although the budget assumptions reflect the reality of economic and demographic trends, GW can meet the challenge of a balanced budget and provide the financial base to make progress in the attainment of our goals.

The budget reflects a 8.5% increase in revenue and a 9.7% increase in expenses. The higher percentage increase in expenses is a result of budgeting for bad debt expense and for interest expense for the Virginia Campus. Otherwise revenue and expenses are budgeted to grow at the same rate. Both unrestricted and restricted expenses are included in this budget, and there is a separate capital budget for projects of \$50,000 or more.

While there has been significant progress towards enhancing the budget process, we are committed to implementing a more formal planning process which will allow GW to not only create change, but to also effectively manage that change. This budget is only the initial step to this more comprehensive planning which will integrate strategic planning with operating and capital planning and budgeting. Additionally, we will be enhancing our management information databases, which will provide more useful management information reports and increase control and accountability. This automation will make the regular data collection, and its interpretation, more effective and efficient.

The budget represents GW's commitment to fiscal stability and continued standards of academic excellence, while maintaining the momentum of our Institutional progress.

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I. UNIVERSITY BUDGET ASSUMPTIONS 1991-92

UNIVERSITY OPERATING AND CAPITAL BUDGETS 1991-92 SIGNIFICANT ASSUMPTIONS

o Tuition

Undergraduate tuition will increase by approximately 8 percent, with incoming freshman paying \$14,600. Graduate programs will increase within a range of 3 to 10 percent, costing \$490 a credit hour.

o Enrollment

Overall Fall 1991 enrollments are projected to decline by 220 students. The decline is expected in undergraduate programs, with graduate enrollments expected to continue at current levels. Summer school and off-campus enrollments are not expected to increase, except at the Virginia Campus.

o Student Aid

Student Aid is budgeted to increase by \$9.9 million, from \$27.5 million to \$37.4 million.

o Compensation

Faculty and staff compensation will increase by approximately 4 percent. Total benefits are budgeted at 24 percent for full-time and 8 percent for part-time faculty and staff. The 4 percent staff increase will be absorbed by schools and departments, while the faculty increase is funded.

o Operating and Capital Expenses

There is no overall increase for operating and capital expenses. Budgets are expected to absorb any increase through reallocation of resources. Administrative and General also reflects the budgeting for \$.7 million in bad debt expense and an additional \$1.3 million in interest expense for the Virginia Campus.

o Virginia Campus

Full-year operation of the Virginia Campus is assumed. Total revenue projected at \$3.9 million with expenditures of \$5.9 million. A transfer from endowment of \$2 million is budgeted to support the shortfall.

- o **Reserves**

Specific reserves for interest rate exposure against our variable rate debt and reserves for operating contingencies within investment properties have been funded at \$1.8 million and \$.7 million respectively.

- o **Quasi-Endowment Transfer**

An additional \$.675 million from the Quasi-endowment is budgeted, of which \$.5 million is to be used for capital improvements of classrooms.

II. TOTAL CURRENT FUND BUDGET 1991-92

UNIVERSITY BUDGET, FISCAL YEAR 1992
Total Current Funds (Excluding Medical Center)
(In Thousands)

	1990 ACTUAL	1991 APPROVED	1991 PROJECTED	1992 BUDGET	INCREASE (DECREASE)	PERCENT
REVENUE						
Student Fees	\$154,412	\$168,355	\$168,747	\$180,216	\$11,861	7.0
Virginia Campus	0	883	217	2,888	2,005	227.1
Grants and Contracts						
Program Funds	21,294	20,340	22,507	23,556	3,216	15.8
Indirect Cost Recoveries	2,799	2,400	2,900	3,100	700	29.2
Gifts and Bequests	3,932	3,312	4,050	4,050	738	22.3
Endowment Income						
Interest and Dividends	3,636	3,663	3,500	3,550	(113)	(3.1)
Investment Properties-Net	5,308	5,936	6,900	7,400	1,464	24.7
Other Investment Income	1,459	125	1,150	1,150	1,025	820.0
Auxiliary Enterprises	28,113	29,796	27,643	28,750	(1,046)	(3.5)
Other	4,246	3,636	3,600	4,000	364	10.0
TOTAL REVENUE	225,198	238,446	241,214	258,660	20,214	8.5
CURRENT EXPENSES						
Administration and General	18,401	21,131	20,515	23,446	2,315	11.0
Student Services	8,990	10,024	10,626	10,667	643	6.4
Instruction and Departmental	85,672	90,875	92,496	94,392	3,517	3.9
Virginia Campus	0	1,368	1,263	3,720	2,352	171.9
Sponsored Programs (Direct Activities)	19,195	18,700	20,400	21,400	2,700	14.4
Libraries	8,171	7,821	8,634	8,894	1,073	
Student Aid	23,838	27,487	29,612	37,362	9,875	
Maintenance and Operation of Plant	16,859	17,678	17,148	17,834	156	0.9
Auxiliary Enterprises	25,296	26,885	24,868	25,675	(1,210)	(4.5)
Other	4,245	4,355	4,931	4,668	313	7.2
SUBTOTAL	210,666	226,324	230,493	248,058	21,734	9.6
Less Equipment Included Above	6,312	6,176	6,135	6,620	444	7.2
TOTAL CURRENT EXPENSES	204,354	220,148	224,358	241,438	21,290	9.7
CAPITAL EXPENDITURES						
Loan Principal Reductions	7,465	6,942	6,862	7,357	415	6.0
Plant and Equipment Additions	6,695	6,257	6,135	6,620	363	5.8
TOTAL CAPITAL EXPENDITURES	14,160	13,199	12,997	13,977	778	5.9
INTERFUND TRANSFERS--OUT (IN)						
Virginia Campus	0	(225)	(225)	(2,000)	(1,775)	(788.9)
Increased Endowment Payout	0	0	0	(675)	(675)	
For Plant	1,883	1,565	2,094	2,089	524	33.5
Endowment and Other	1,072	817	817	900	83	10.2
TOTAL INTERFUND TRANSFERS	2,955	2,157	2,686	314	(1,843)	(85.4)
RESERVES						
Investment Properties	0	544	0	740	196	36.0
Interest Rate Protection	0	1,400	0	1,800	400	28.6
Operating	0	0	0	0	0	
NET INCREASE IN FUND BALANCE	\$3,729	\$998	\$1,173	\$391	(\$607)	(60.8)

REVENUE DETAIL - FY 1992 BUDGET
TOTAL CURRENT FUNDS (Excluding Medical Centers)
(In Thousands)

	<u>UNRESTRICTED</u>	<u>RESTRICTED</u>	<u>COMBINED</u>
Student Fees			
On-Campus Tuition- Acad Yr	\$143,721		\$143,721
Summer	11,171		11,171
Off-Campus Tuition (Cr)	6,745		6,745
Miscellaneous Fees	5,100		5,100
CEEP	8,700		8,700
CCEW/DCE	2,140		2,140
Virginia Campus	2,888		2,888
Departmental	2,557	82	2,639
Total Student Fees	183,022	82	183,104
Grants & Contracts			
Program Funds			
Sponsored Programs - Reg	356	20,475	20,831
Virginia Campus		925	925
Federal Student Aid		1,800	1,800
Indirect Cost Recoveries	3,100		3,100
Total Grants & Contracts	3,456	23,200	26,656
Gifts & Bequests			
Annual Fund	1,350		1,350
Quasi Endowment	600		600
Departmental		2,100	2,100
Total Gifts & Bequests	1,950	2,100	4,050
Endowment Income			
Interest & Dividends	700	2,850	3,550
Investment Properties (Net)	6,850	550	7,400
Total Endowment Income	7,550	3,400	10,950
Other Investment Income	1,150		1,150
Auxilliary Enterprises	28,750		28,750
Other	3,300	700	4,000
Total Revenue	\$229,178	\$29,482	\$258,660

EXPENDITURES AND TRANSFERS DETAIL - FY 1992 BUDGET
TOTAL CURRENT FUNDS (Excluding Medical Centers)
(In Thousands)

	<u>UNRESTRICTED</u>	<u>RESTRICTED</u>	<u>COMBINED</u>
Administration & General	\$23,371	\$75	\$23,446
Student Services	10,655	12	10,667
Instruction & Departmental Prog.			
Schools- General	84,142	3,250	87,392
Virginia Campus	3,720		3,720
CEEP	7,000		7,000
	<u>94,862</u>	<u>3,250</u>	<u>98,112</u>
Total Instruction & Dept. Programs			
Sponsored Programs			
General		20,475	20,475
Virginia Campus		925	925
		<u>21,400</u>	<u>21,400</u>
Total Sponsored Programs			
Libraries	8,250	644	8,894
Student Aid	33,811	3,551	37,362
Maintenance & Operation of Plant	17,834		17,834
Auxiliary Enterprises	25,600	75	25,675
Other	4,648	20	4,668
	<u>219,031</u>	<u>29,027</u>	<u>248,058</u>
Subtotal			
Less Equipment Included Above	6,270	350	6,620
	<u>212,761</u>	<u>28,677</u>	<u>241,438</u>
Total Current Expenses			
Capital Expenditures			
Loan Principal Reductions	7,357		7,357
Equipment Acquisitions	6,270	350	6,620
	<u>13,627</u>	<u>350</u>	<u>13,977</u>
Total Capital Expenditures			
Interfund Transfers Out (In)			
Virginia Campus	(2,000)		(2,000)
Increased Endowment Payout	(675)		(675)
For Plant	2,164	(75)	2,089
Endowment and Other	761	139	900
	<u>250</u>	<u>64</u>	<u>314</u>
Total Interfund Transfers			
Reserves			
Investment Properties	740		740
Interest Rate Reserve	1,800		1,800
Net Increase In Fund Balance	\$0	\$391	\$391

VIRGINIA CAMPUS OPERATING BUDGET
TOTAL CURRENT FUNDS
(In Thousands)

	1991 APPROVED	1991 PROJECTED	1992 BUDGET
REVENUE			
Degree Programs			\$1,026
GSAS			608
SBPM			482
SEAS			432
SEHD	259	168	
Non-credit Programs			
DCE	549	48	275
SBPM	75	1	65
PROGRAM REVENUE	883	217	2,888
RESEARCH & GIFT REVENUE	125	6	1,057
TOTAL REVENUE	1,008	223	3,945
EXPENSES			
PROGRAM:			
General Administration	573	625	1,461
Degree Programs			
GSAS		0	624
SBPM	144	144	474
SEAS	96	196 (A)	784
SEHD	126	113	140
Non-credit Programs			
DCE	359	126	179
SBPM	70	60	60
SUB-TOTAL PROGRAM EXPENSES	1,367	1,263	3,720
RESEARCH	336	0	925
TOTAL PROGRAM AND RESEARCH EXPENSES	1,703	1,263	4,645
PROGRAM AND RESEARCH DEFICIT	(695)	(1,040)	(700)
INTEREST EXPENSE	0	0	(1,300)
TOTAL DEFICIT	(695)	(1,040)	(2,000)
ENDOWMENT TRANSFER	500	500	2,000
OPERATING SUPPORT	(B)	540	0

(A) Includes \$77,280 for Faculty Relief - Time For Research Planning.

(B) Some Salaries Were Annualized For Planning Purposes. Actual Deficit Was Expected To Be Close To \$500,000.

ENDOWMENT SPENDING - PAYOUT
(in thousands)

	<u>FY '91</u>	<u>FY '92</u>
Estimated Income	\$14,600	\$15,100
Incremental Spending - Payout	<u>N/A</u>	<u>1,000</u>
Total Spending - Payout	\$14,600	\$16,100

Distribution of Incremental Spending - Payout:

University	\$675,000
Medical Center	325,000

III. CAPITAL BUDGET

CAPITAL BUDGET

(in thousands)

<u>USES</u>	ESTIMATED COMPLETION DATE	ESTIMATED PROJECT COST	PROJECTED EXPENSES THROUGH FY '91	FY '92 BUDGET
ALTERATIONS/RENOVATIONS				
Academic Facilities	12/15/91	68	0	68
Administrative Facilities	12/15/91	114	0	114
Classroom Renovations	Various	500	0	500
Library Reading Room	10/01/91	371	135	236
Security System	6/30/92	600	0	600
Monroe Hall	8/15/91	700	350	350
Lisner Auditorium	8/15/91	253	0	253
Parking Garage Repairs	8/15/91	400	0	400
Resident Hall Renovations	Various	<u>530</u>	<u>0</u>	<u>530</u>
Sub Total		\$3,536	\$485	\$3,051
CAMPUS DEVELOPMENT STUDY	Various	800	0	800
VIRGINIA CAMPUS - BUILDING I	8/31/91	<u>18,757</u>	<u>13,050</u>	<u>5,707</u>
Total		\$23,093	\$13,535	\$9,558

SOURCES -- FY '92 BUDGET

Debt Issues	\$6,107
Endowment	500
Gifts	0
Operations and Plant Funds	<u>2,951</u>
Total	\$9,558

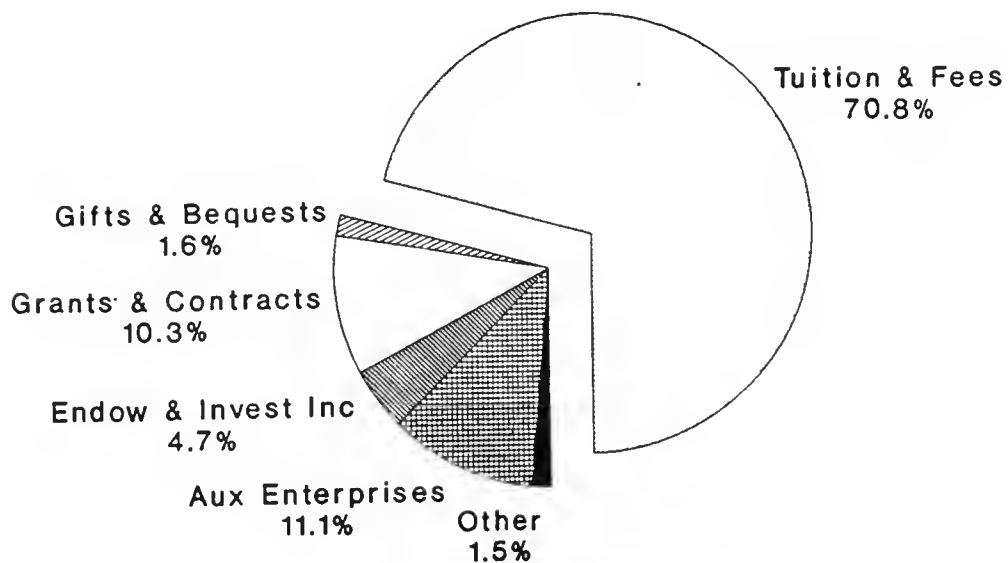
University (excluding Medical Center)

IV. APPENDICES

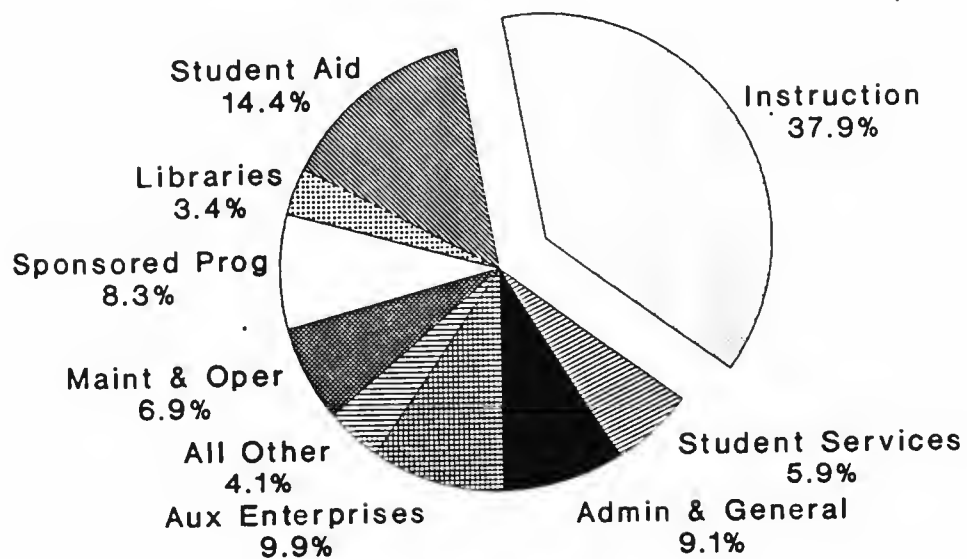
Proportion of Total Current Funds

1991-92

Total Dollars - \$259 million



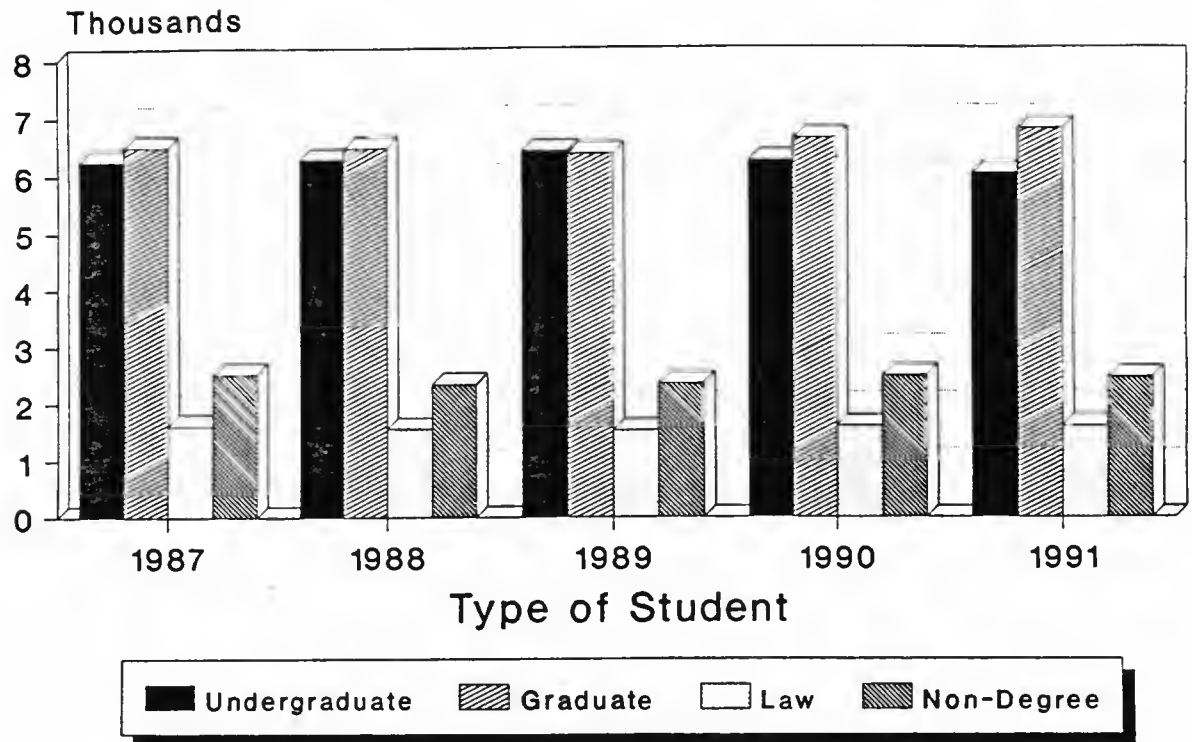
Sources by Percentage



Uses by Percentage

Total Enrollment

Fall 1987 - Projected Fall 1991

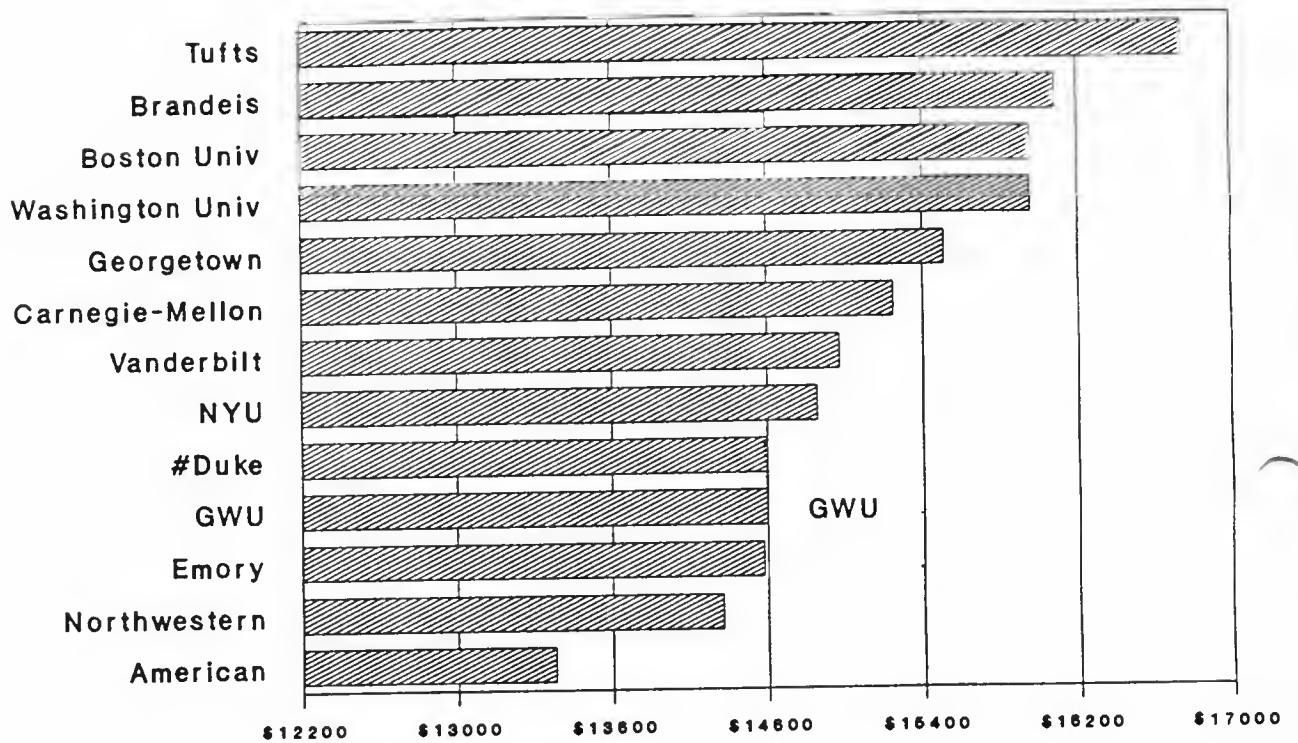


Excludes continuous enrollments

Comparative Tuition Rates*

Market Basket Schools

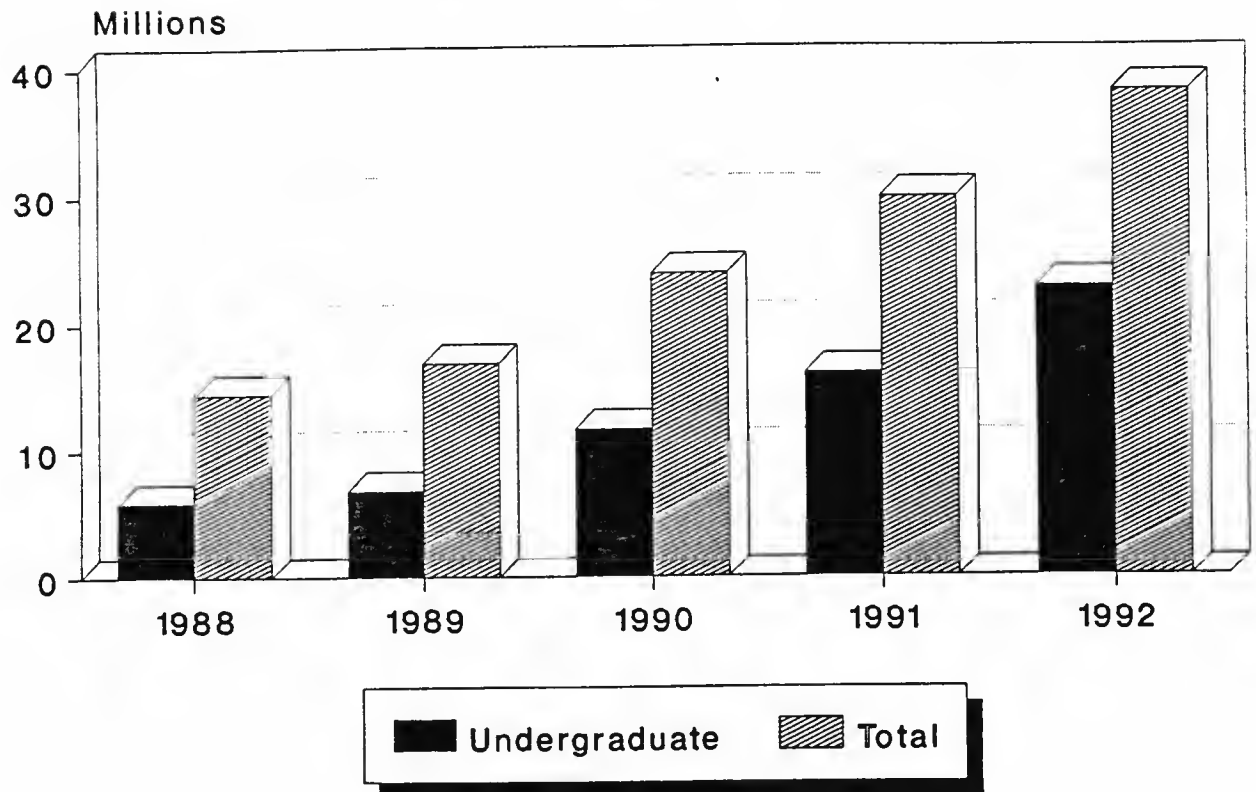
1991-92



* Annual tuition for incoming freshmen
 # Estimated at GWU increase rate (7.7%)

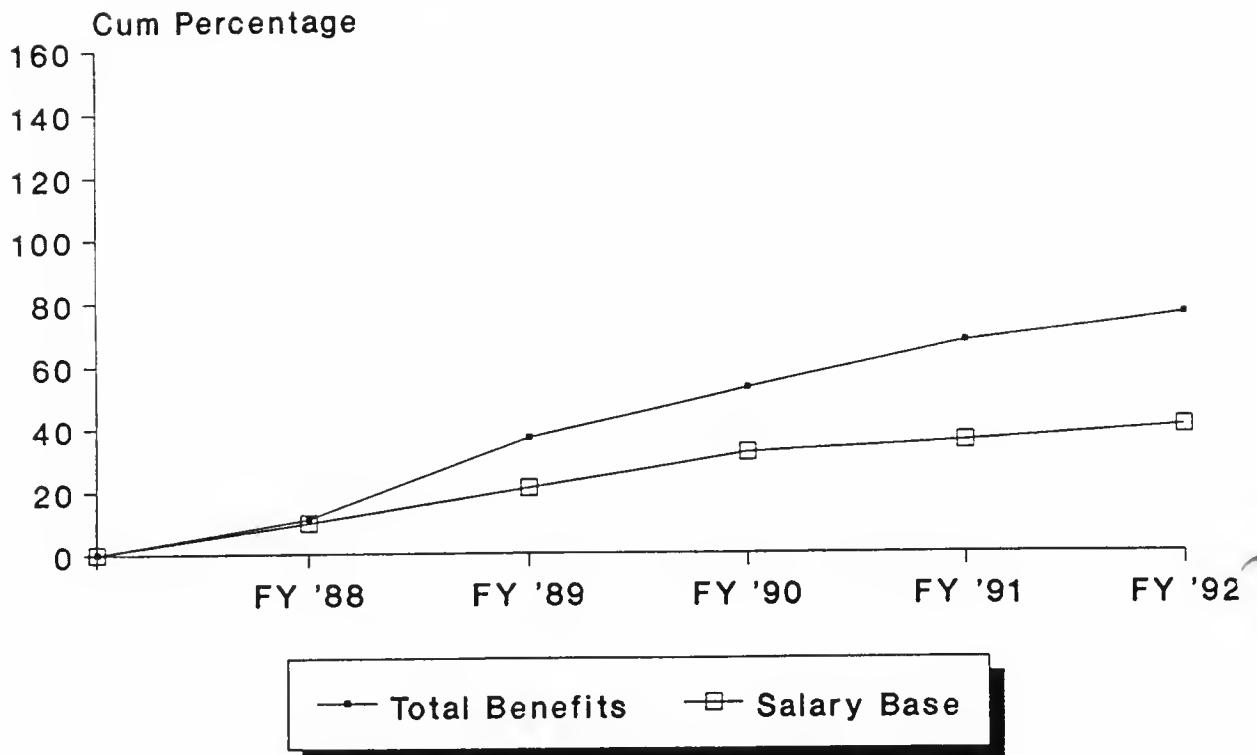
GW University (excluding Medical Center)

Student Financial Aid FY 1988 - Projected FY 1992



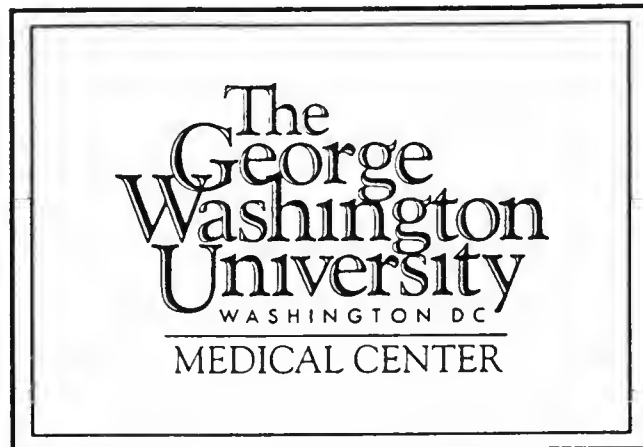
Undergraduate excludes athletics.

Total Benefits Growth FY 1988 - Projected FY 1992



The increasing cost of employee benefits is compared to the corresponding salary base. The cumulative increases are shown for the five years with fiscal year 1987 as the base year.

OPERATING BUDGETS 1991-1992



THE GEORGE WASHINGTON UNIVERSITY
MEDICAL CENTER

OPERATING BUDGET
FISCAL YEAR 1992

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■ Hospital Operating Statistics	3
■ Hospital Payor Mix	4
■ Medical Center Income Statement	5
■ Current Fund Balance Change Summary	6
■ Hospital Income Statement	7
■ School of Medicine Income Statement	8
■ Medical Faculty Associates Income Statement	9
■ Health Plan Income Statement	10

**THE GEORGE WASHINGTON UNIVERSITY
MEDICAL CENTER**

KEY FINANCIAL ASSUMPTIONS

- Salary increases for faculty and staff will be limited to 3%; less-senior positions will be evaluated for additional adjustments
- Basic Science departments will absorb all salary increases within current budgets
- Overall growth of clinical department budgets will be limited to 6% including absorption of salary increases
- The restructure of the physicians' compensation formula and the revised practice plan will be implemented during FY 1992
- Cost containment and current revenue enhancement efforts will have a full-year effect in FY 1992
- All funds, restricted and unrestricted, have been budgeted and will be monitored during the fiscal year
- The contribution to University overhead remains constant at \$9,600,000
- Capital expense is limited to the amount available from depreciation after the retirement of current debt
- Hospital Patient Days are projected to be 124,000; this estimate is 3,000 fewer than the current year
- Hospital rate increases of 7% will be put into effect on July 1, 1991 and January 1, 1992
- Graduate Medical Education Expenses have been reduced by \$2,250,000 in the hospital and \$440,000 in the Medical School and have been shifted, in large part, to the MFA

- Health Sciences Program tuition will increase 10%; Medical School tuition will increase as follows:

	<u>Current</u>	<u>FY 1992</u>	<u>% Change</u>
1st Year	\$23,600	\$25,750	9.1%
2nd Year	\$23,300	\$24,650	5.8%
3rd Year	\$23,300	\$24,300	4.3%
4th Year	\$23,300	\$24,300	4.3%

- The searches for Chairs of the Anatomy and Physiology departments have been suspended until the Medical Center reaches financial stability
- All Continuing Medical Education will carry overhead
- GWUHP will actively seek a partner to develop expanded health coverage programs
- GWUHP will open a site in Laurel, MD early in FY 1992 and plan for one more site in the following year
- Medicare Indirect Medical Education reimbursement will not be reduced by Congress as proposed by the Bush Administration
- Medicare Graduate Medical Education reimbursement has been recorded at reduced rates in 1991-92; the settlement of years beginning in 1985 and ending in 1989 will be recorded when it can be estimated

THE GEORGE WASHINGTON UNIVERSITY HOSPITAL

OPERATING STATISTICS

	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	Projected <u>FY 91</u>	Budget <u>FY 92</u>
Admissions					
Adult	16,946	18,250	18,023	18,323	18,100
Newborn	1,727	1,725	1,748	1,610	1,600
Patient Days					
Adult	129,872	137,210	136,394	124,610	123,735
Newborn	11,190	10,638	10,949	9,223	9,855
Emergency Visits	53,396	51,788	51,781	50,553	50,553
Surgical Procedures					
Outpatient	5,847	6,010	6,130	5,874	5,874
Inpatient	<u>5,206</u>	<u>5,075</u>	<u>5,194</u>	<u>5,367</u>	<u>5,367</u>
	11,053	11,085	11,324	11,241	11,241
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

THE GEORGE WASHINGTON UNIVERSITY MEDICAL CENTER

PAYOR MIX

	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>	<u>FY 91</u>	Projected <u>FY 92</u>
MEDICARE	31%	29%	31%	28%	28%
MEDICAID	7%	8%	7%	7%	7%
COMMERCIAL	26%	23%	20%	16%	16%
BLUE CROSS	17%	16%	14%	15%	15%
CONTRACT PAYORS	11%	16%	20%	24%	24%
SELF-PAY AND CHARITY	9%	8%	8%	10%	10%

THE GEORGE WASHINGTON UNIVERSITY MEDICAL CENTER
INCOME STATEMENT

(000's)

	ACTUAL FY 1990	PROJECTED FY 1991	BUDGET FY 1992	% CHANGE OVER FY 1991 PROJECTED
Tuition & Fees:	\$16,980	\$17,178	\$17,977	4.65%
Patient Care Revenue	349,826	401,345	462,026	15.12%
Less Contractual Allowances	110,464	142,577	187,921	31.80%
Less Uncompensated Care	27,290	30,259	33,982	12.30%
Total Deductions from Revenue	137,754	172,836	221,903	28.39%
Adjusted Patient Care Revenues	212,072	228,509	240,123	5.08%
Non-Patient Care and Non-Teaching Revenue:				
Sponsored Research Programs	17,657	16,499	16,113	-2.34%
Endowment Income	2,636	2,542	2,800	10.15%
Other Revenue	14,804	14,455	15,356	6.23%
Total Current Revenues	264,149	279,183	292,369	4.72%
Current Expenses:				
Instruction	32,735	33,662	34,103	1.31%
Patient Care	139,786	142,305	151,366	6.37%
Sponsored Research Programs	13,364	12,500	11,792	-5.66%
Education, Development & Student Services	8,389	7,990	7,494	-6.21%
Administration & Support	55,455	55,723	54,692	-1.85%
Operation & Maintenance of Plant	26,357	25,286	26,272	3.90%
Total Current Expenses	276,086	277,466	285,719	2.97%
Revenues Over (Under) Expenses Before Contribution to University Overhead	(11,937)	1,717	6,650	287.41%
Contribution to University Overhead	9,112	9,600	9,600	0.00%
Revenues Over (Under) Expenses	(21,049)	(7,883)	(2,950)	62.58%
GWUHP Operating Results	2,338	490	288	-41.22%
Other Activities	(923)	(907)	(718)	20.84%
Total Net Income (Loss)	(19,634)	(8,300)	(3,380)	59.28%
From Capital Activities:				
Capital Expenditures	(9,081)	(6,554)	(5,695)	13.11%
Principal Curtailments	(501)	(1,278)	(1,879)	-47.03%
Depreciation Restored	7,844	6,554	7,574	15.56%
Total from Capital Activities	(1,738)	(1,278)	0	N/A
Departmental Fund Activity	(3,365)	(1,463)	(1,466)	-0.21%
Transfer to Restricted Departmental Improvement Fund			(2,372)	
Total Change in Fund Balance	(\$24,737)	(\$11,041)	(\$7,218) *	34.63%

* NOTE: The original projection for the 1992 Fiscal Year was (\$7,223).

THE GEORGE WASHINGTON UNIVERSITY MEDICAL CENTER
CURRENT FUND BALANCE CHANGE SUMMARY
(000's)

- o If all operating results were applied to the Current Fund Balance, the following would occur

	<u>PRESENTED 3-91</u>	<u>CURRENT PROJECTION</u>
Balance (as of 7-1-90)	\$10,784	\$10,784
Operating Results FY 91	(11,531)	(11,041)
Balance (as of 7-1-91)	(747)	(257)
Operating Results FY 92	(7,223)	(7,218)
Balance (as of 7-1-92)	(7,970)	(7,475)

- o The quasi-endowment fund balance as of 7-1-90 was \$36.3 million, and the permanent endowment fund balance was \$25.5 million, for a total endowment fund balance of \$61.8 million; some of the quasi-endowment may be applied to limit the Current Fund Balance deficit

**THE GEORGE WASHINGTON UNIVERSITY HOSPITAL
INCOME STATEMENT**

(000's)

	ACTUAL FY 1990	PROJECTED FY 1991	BUDGET FY 1992	% CHANGE OVER FY 1991 PROJECTED
Patient Care Revenue	\$270,963	\$313,024	352,487	12.61%
Less Contractual Allowances	96,597	126,159	160,359	27.11%
Less Uncompensated Care	20,045	22,527	20,505	-8.98%
Total Deductions from Revenue	116,642	148,686	180,864	21.64%
Adjusted Patient Care Revenues	154,321	164,338	171,623	4.43%
Endowment Income	154	153	147	-3.92%
Other Revenue	4,280	3,795	3,799	0.11%
Total Current Revenues	158,755	168,286	175,569	4.33%
Current Expenses:				
Instruction	18,620	19,222	19,442	1.14%
Patient Care	99,043	96,600	99,309	2.80%
Administration & Support	41,351	40,565	39,201	-3.36%
Operation & Maintenance of Plant	17,497	15,730	16,425	4.42%
Total Current Expenses	176,511	172,117	174,377	1.31%
Revenues Over (Under) Expenses Before Contribution to University Overhead	(17,756)	(3,831)	1,192	N/A
Contribution to University Overhead	4,771	4,972	5,048	1.53%
Revenues Over (Under) Expenses	(\$22,527)	(\$8,803)	(\$3,856) *	56.20%

* NOTE: The original projection for the 1992 Fiscal Year was (\$5,585).

THE GEORGE WASHINGTON UNIVERSITY SCHOOL OF MEDICINE
INCOME STATEMENT

(000's)

	ACTUAL FY 1990	PROJECTED FY 1991	BUDGET FY 1992	% CHANGE OVER FY 1991 PROJECTED
Tuition & Fees	\$16,980	\$17,178	17,977	4.65%
Sponsored Research	17,657	16,499	16,113	-2.34%
Education & Development	8,097	7,658	7,181	-6.23%
Endowment Income	2,482	2,389	2,653	11.05%
Other Revenue	2,427	3,002	4,376	45.77%
Total Current Revenues	47,643	46,726	48,300	3.37%
Current Expenses:				
Instruction	14,115	14,440	14,661	1.53%
Sponsored Research	13,364	12,500	11,792	-5.66%
Education & Development	8,097	7,658	7,181	-6.23%
Student Services	292	332	313	-5.72%
Administration & Support	7,540	8,135	8,615	5.90%
Operation Maintenance & Plant	4,488	4,762	5,272	10.71%
Total Current Expenses	47,896	47,827	47,834	0.01%
Revenues Over (Under) Expenses Before Contribution to University Overhead	(253)	(1,101)	466	N/A
Contribution to University Overhead	2,963	3,029	2,895	-4.42%
Revenues Over (Under) Expenses	(\$3,216)	(\$4,130)	(\$2,429) *	41.19%

* NOTE: The original projection for the 1992 Fiscal Year was (\$922).

MEDICAL FACULTY ASSOCIATES
INCOME STATEMENT
(000's)

	ACTUAL FY 1990	PROJECTED FY 1991	BUDGET FY 1992	% CHANGE OVER FY 1991 PROJECTED
Patient Care Revenue	\$78,863	\$88,321	\$109,539	24.02%
Less Contractual Allowances	13,867	16,418	27,562	67.88%
Less Uncompensated Care	7,245	7,732	13,477	74.30%
Total Deductions from Revenue	21,112	24,150	41,039	69.93%
Total Current Revenues	57,751	64,171	68,500	6.75%
Current Expenses				
Patient Care	40,743	45,705	52,057	13.90%
Administration & Support	6,564	7,023	6,876	-2.09%
Operation & Maintenance of Plant	4,372	4,794	4,575	-4.57%
Total Current Expenses	51,679	57,522	63,508	10.41%
Revenues Over (Under) Expenses Before Contribution to University Overhead	6,072	6,649	4,992	-24.92%
Contribution to University Overhead	1,378	1,599	1,657	3.63%
Revenues Over (Under) Expenses	\$4,694	\$5,050	\$3,335 *	-33.96%

* NOTE: the original projection for the 1992 Fiscal Year was \$3,557.

GEORGE WASHINGTON UNIVERSITY HEALTH PLAN
INCOME STATEMENT
(000's)

	ACTUAL FY 1990	PROJECTED FY 1991	BUDGET FY 1992	% CHANGE OVER FY 1991 PROJECTED
Federal Premiums	\$27,945	\$35,506	43,345	22.08%
Other Premiums	24,867	32,561	40,141	23.28%
Other Revenues	1,129	1,283	874	-31.88%
Total Operating Revenues	53,941	69,350	84,360	21.64%
Total Operating Expenses	51,603	68,860	84,072	22.09%
Revenues Over (Under) Expenses	\$2,338	\$490	\$288 *	-41.22%

* NOTE: The original projection for the 1992 Fiscal Year was \$0.

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

The Faculty Senate

April 29, 1991

The Faculty Senate will meet on Friday, May 10, 1991, at 2:10 p.m., in Lisner Hall 603.

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of April 12, 1991
3. Old Business:

Report by Vice President and Treasurer Louis H. Katz on FY 1991-92 Preliminary Budget Proposal (deferred to the May 10, 1991, Senate meeting)
4. Resolutions:

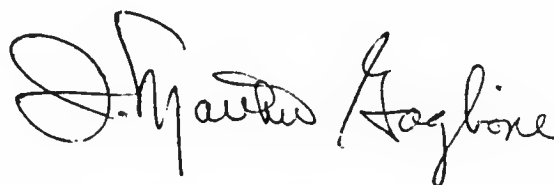
A RESOLUTION TO ESTABLISH ADDITIONAL PROCEDURES FOR THE PROMPT DISPOSITION OF FACULTY SENATE RESOLUTIONS REQUESTING ADMINISTRATIVE ACTION OR ACTION BY THE BOARD OF TRUSTEES (91/1); Committee on Professional Ethics and Academic Freedom (Resolution 91/1 is attached)
5. Introduction of Resolutions
6. General Business:
 - (a) Approval of dates for regular Senate meetings in the 1991-92 Session recommended by the Executive Committee as follows: May 10, 1991, September 13, 1991, October 11, 1991, November 8, 1991, December 13, 1991, January 17, 1992, February 14, 1992, March 13, 1992, and April 10, 1992
 - (b) Nomination for appointment by the President of Roger E. Schechter, Associate Professor of Law, as Parliamentarian of the Faculty Senate for the 1991-92 Session
 - (c) Nomination for election of Chairs and members of Faculty Senate Standing Committees for the 1991-92 Session (list of nominees to be distributed at meeting)

6. General Business (cont'd)

- (d) Nomination for appointment by the President to various Administrative Committees (nominations to be made)
- (e) Nomination for appointment by the Board of Trustees to the Trustees' Committee on Academic Affairs; Trustees' Committee on Student Affairs; and Trustees' Committee on University Development (nominations to be made)
- (f) Nomination for election by the Faculty Senate to the Board of Trustees of the Consortium of Universities (nomination to be made)
- (g) Nomination for election by the Faculty Senate to the Panel for Student Grievance Review Committees: Oliver Alabaster, Andrew Altman, Frank E. Baginski, Gorge Garcia, Joseph A. Greenberg, Muhammad I. Hague, Mark S. Klock, Joan R. Regnell, Max D. Ticktin, Ronald Weitzer
- (h) Report of the Executive Committee: Professor William B. Griffith, Chair
- (i) Annual Reports: Committee on Administrative Matters as They Affect the Faculty

7. Brief Statements

8. Adjournment



J. Matthew Gaglione
Secretary

THE GEORGE WASHINGTON UNIVERSITY
THE FACULTY SENATE - 1991-92 SESSION

The Faculty Senate meetings for the 1991-92 Session will be held on the second Friday of each month (exception: January) as follows:

September 13, 1991
October 11, 1991
November 8, 1991
December 13, 1991

January 17, 1992
February 14, 1992
March 13, 1992
April 10, 1992
The 1992-93 Session begins May 8, 1992

Ext. Ex Officio Member (stated by the Faculty Organization Plan)

6500 Trachtenberg, Stephen Joel President

Ext. Administrative Members (stated by the Faculty Organization Plan)

6510	French, Roderick S.	Vice President for Academic Affairs
4911	Gaglione, J. Matthew	Registrar
	(Appointed by the President):	
6380	Burdetsky, Ben	Dean, School of Business and Public Management
6241	East, Maurice A.	Dean, Elliott School of International Affairs
6288	Friedenthal, Jack H.	Dean, National Law Center
6736	Gross, Donald	Dean, Acting, School of Eng. and Applied Sc.
2987	Keimowitz, Robert I.	Dean, Academic Affairs, Medical Center
6130	Kenny, Robert	Dean, Columbian College of Arts & Sciences, and Acting Dean, Graduate School of Arts & Sciences
6161	Leonard, Leo D.	Dean, School of Education and Human Development
3702	Schechter, Roger E.	Parliamentarian

<u>Ext.</u>	<u>Faculty Members</u>	<u>Term Expires</u>	<u>School or College</u>
1535	Belknap, Nancy J.	1993	Education and Human Development
7192	Berman, Barry L.	1992	Columbian College
7390	Caplan, Gerald M.	1993	National Law Center
8246	Carson, John H.	1993	Business and Public Management
6203	Divita, Salvatore F.	1992	Business and Public Management
4377	Felts, William R., Jr.	1993	Medical Center
3646	Garris, Charles A.	1992	Engineering and Applied Science
4429	Giordano, Joseph M.	1992	Medical Center
6265	Griffith, William B.	1992	Columbian College
4857	Gupta, Murli M.	1993	Columbian College
8239	Harrington, Robert J.	1993	Engineering and Applied Science
6761	Hill, Peter P.	1993	International Affairs
7194	Holmes, Dennis H.	1992	Education and Human Development
7186	Kahn, Walter K.	1992	Engineering and Applied Science
6630	Maddox, James H.	1993	Columbian College
4001	Miller, Harry C., Jr.	1993	Medical Center
6717	Morgan, John A., Jr.	1993	Columbian College
6750	Park, Robert E.	1992	National Law Center
7225	Parke, William C.	1992	Graduate School of Arts and Sciences
6776	Pock, Maximilian	1992	National Law Center
7094	Robinson, Lilien F.	1992	Columbian College
6090	Schiff, Stefan O.	1992	Columbian College
6908	Silber, David E.	1993	Columbian College
56	Vontress, Clemmont E.	1993	Education and Human Development
6369	Wirtz, Philip W.	1993	Business and Public Management
6127	Ziolkowski, John E.	1992	Columbian College

[Any inquiries about this resolution should be directed to Professor Trangsrud, Chair, PEAFC Committee, Ext. 4-8173]

A RESOLUTION TO ESTABLISH ADDITIONAL PROCEDURES FOR THE PROMPT DISPOSITION OF FACULTY SENATE RESOLUTIONS REQUESTING ADMINISTRATIVE ACTION OR ACTION BY THE BOARD OF TRUSTEES (91/1)

WHEREAS, the Faculty Senate Committee on Professional Ethics and Academic Freedom has reviewed the process by which Resolutions of the Faculty Senate are received by the University Administration; and

WHEREAS, the Committee believes that additional procedures are appropriate to assure that Faculty Senate Resolutions receive prompt consideration by the University Administration or the Board of Trustees; NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

(1) That the Faculty Senate directs the Chair of the Faculty Senate Executive Committee to forward all Faculty Senate Resolutions to the University Administration in a prompt and timely manner and to request of the University Administration, on a periodic basis, a report about its position on the matters contained in the Resolution, and, if appropriate, a report on its plans to implement the Resolution;

(2) That the Faculty Senate directs the Chair of the Faculty Senate Executive Committee to report back to the Faculty Senate within a reasonable time, not to exceed one year from date of approval, the reaction of the University Administration and, where relevant, the Board of Trustees on all Resolutions passed by the Faculty Senate;

(3) That the Faculty Senate directs the Chair of the Faculty Senate Executive Committee to add to the agenda of the Faculty Senate for its reconsideration any previously approved Faculty Senate Resolution not acted upon by the University Administration or, where relevant, the Board of Trustees in a timely manner;

(4) In the event the University Administration declines in a timely manner to forward an approved Faculty Senate Resolution to the Board of Trustees for its consideration when the Resolution requests action by the Board of Trustees, that the Faculty Senate directs the Chair of the Faculty Senate Executive Committee to request approval from the Faculty Senate to seek the concurrence of the Chair of the Academic Affairs Committee of the Board of Trustees in adding the relevant Faculty Senate Resolution to the agenda of the Academic Affairs Committee of the Board of Trustees at its next meeting; and

(5) That the procedures established by this Resolution apply to all Faculty Senate Resolutions passed after the date this Resolution is approved.

Committee on Professional Ethics and Academic Freedom
April 1, 1991

COMMITTEE ON ADMINISTRATIVE MATTERS
AS THEY AFFECT THE FACULTY

ANNUAL REPORT
April 26, 1991

The Committee on Administrative Matters as they Affect the Faculty met eight times during the 1990-1991 academic year. The Committee presented one resolution to the Faculty Senate. Resolution 90/9, a resolution to endorse Guidelines for Searches for Deans of the George Washington University which passed on December 14, 1990.

The major activity of the Committee for the year was the development of these Guidelines. The Board of Trustees reviewed the Guidelines and expressed concern about their implementation. To address this concern the Committee on Administrative Matters will monitor compliance with the Guidelines. The Chairperson of the Administrative Matters Committee will meet with Chairperson of any newly formed Dean Search Committee to discuss the Guidelines and request their cooperation. At the end of the search the Chairperson and/or members of Administrative Matters Committee will meet with the Chairperson and selected participants of the Dean Search process (especially alumni and student representatives) to review the process. The findings will be reported to and evaluated by the Administrative Matters Committee.

In response to a request from the Executive Committee the Committee on Administrative Matters also spent some time developing a Mission Statement.

The Vice President for Information and Administration was added as an ex officio member of the Committee. His participation, and that of the Vice President and Treasurer, was very valuable, particularly during discussions of general administrative issues including computer purchasing and maintenance. Partially as a result of this discussion a new ad hoc committee was established by Vice Presidents Bortz and Katz to address problems in these areas. The Director of the Computer Information and Resource Center (CIRC) also met with the Committee to present information about new site license agreements, plans for changes in computer maintenance procedures, and other services provided by CIRC.

The final agenda item addressed by the Committee involved discussion of evaluation procedures for administrative officers. The discussion lead to the related issue of post-tenure faculty evaluation. Committee members expressed strong interest in pursuing this matter in two ways. First, the Committee is interested in working on a set of guidelines for faculty evaluation of chairpersons and deans. Second, the Committee is considering recommendation that the Faculty Senate develop procedures for the evaluation of vice presidents. This is an item for follow-up in the next academic year.

Respectfully submitted,

Donna Lind Infeld, Chair

Members of the Committee:

Diane M. Brewer, Speech and Hearing (Fall semester)
Henry L. Ernstthal, Public Administration
Jonathan D. Fife, Education
Murli M. Gupta, Mathematics
Nicholas Kyriakopoulos, Engineering
Yolanda C. Oertel, Pathology
L. Gregory Pawlson, Health Care Sciences
Artley J. Zuchelli, Physics

Ex Officio:

Walter Bortz, Vice President for Information and Administration
Louis H. Katz, Vice President and Treasurer
Robert I. Keimowitz, Dean of the Medical Center for Academic
Affairs